

Zensar Leadership Development Program

Level C2 | eCornell Courses & Certificates

Transition Level 3

MANAGER OF A FUNCTION: TRANSITION LEVEL 3 | LEVEL C2 COMPETENCIES

B BEHAVIOUR DESCRIPTORS

C MAPPED COURSES



Critical Thinking
Critical Thinking is the ability to analyse information and adapt perspective to identify innovative solutions for solving problems



Business Orientation
Business Orientation is applying own business understanding and financial acumen to identify opportunities for revenue generation



Customer Partnering
Customer Partnering is acting as an advisor to the customer with their best interests in view. It also includes constantly working towards delivering measurable customers to the customer



Influencing
Influencing is the ability to convince others and to tactfully gain acceptance for own agenda



Engaging & Developing Others

Engaging & Developing Others comprises of sharing a common vision, instilling confidence, mentoring and guiding team members to support them in achieving the goals



Self Leadership

Self-leadership comprises of taking initiative, having sound knowledge in one's work area and adapting well to change



BEHAVIOURAL DESCRIPTORS

CRITICAL THINKING

C MAPPED COURSES



- 1 Keeps revenue generation as the larger goal while making decisions
- 2 Looks beyond the obvious
- 3 Shifts effectively between micro and macro perspectives
- 4 Considers the strategic implications of decisions
- 5 Analyses the situation at hand and derives key insights
- 6 Identifies innovative solutions for addressing the problem
- 7 Asks probing questions to identify the real problem



[GO BACK TO PAGE 1](#)

BEHAVIOURAL DESCRIPTORS

BUSINESS ORIENTATION

C MAPPED COURSES



- 1 Is on a constant lookout for avenues for further business generation
- 2 Regularly monitors key financial metrics and takes steps to improve the same
- 3 Analyses the commercial and business value of the proposed ideas
- 4 Implements various operating and pricing models as per the context and need
- 5 Works towards converting prospective opportunities in to big deals
- 6 Supports the branding efforts for organization with industry bodies and analyst organizations



[GO BACK TO PAGE 1](#)

BEHAVIOURAL DESCRIPTORS

INFLUENCING

C MAPPED COURSES



- 1 Builds extensive networks within the organization
- 2 Understands the formal/ informal structures as well as dynamics in own as well as customer organization
- 3 Influences others to gain support for own agenda
- 4 Expresses own thoughts and ideas in a convincing way
- 5 Negotiates skillfully with internal and external stakeholders
- 6 Anticipates the effect of an action on others and modulates own behavior



[GO BACK TO PAGE 1](#)

BEHAVIOURAL DESCRIPTORS

CUSTOMER PARTNERING

C MAPPED COURSES



- 1 Delivers solutions which have direct and measurable business benefits to the customer
- 2 Acts as an advisor to the customer
- 3 Keeps customer's best interest in mind at all times
- 4 Proposes a compelling business value proposition to the customer
- 5 Recommends and implements different business and operating models as per the needs of the customer
- 6 Deals with customer escalations effectively
- 7 Makes strategic tradeoffs in the interest of the customer and own organization



[GO BACK TO PAGE 1](#)

BEHAVIOURAL DESCRIPTORS

ENGAGING & DEVELOPING OTHERS

C MAPPED COURSES



- 1 Communicates the vision and goals of team/ organization in a powerful and convincing manner
- 2 Instills confidence amongst team members and motivates them towards achievement of the goals
- 3 Mentors and coaches team members
- 4 Ensures that team members get the right support and guidance from relevant sources within the organization
- 5 Assesses the skills levels of the team members and identifies development needs
- 6 Is sensitive to the cultural differences amongst team members
- 7 Facilitates a common understanding within the team



[GO BACK TO PAGE 1](#)

BEHAVIOURAL DESCRIPTORS

SELF LEADERSHIP

C MAPPED COURSES



- 1 Has sound technical and domain knowledge
- 2 Adapts effectively to change
- 3 Takes charge of the situation
- 4 Starts on his own and does not need directions
- 5 Shares a valid point of view in his/her area
- 6 Manages multiple and diverse responsibilities effectively

[GO BACK TO PAGE 1](#)

MANAGER OF A FUNCTION: TRANSITION LEVEL 3 | LEVEL C2 : COMPETENCY-COURSE MAPPING

B BEHAVIOUR DESCRIPTORS

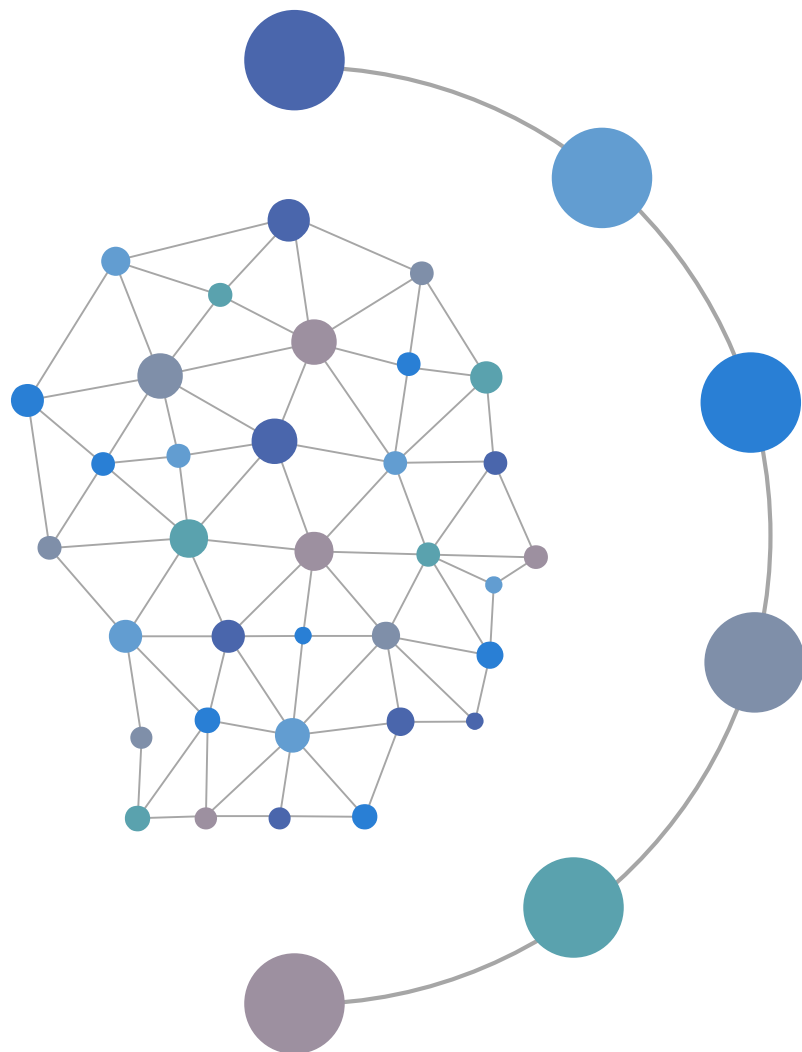
CRITICAL THINKING

- [LSM582](#) -Managerial Decision Making
- [LSM587](#)-Fostering Innovation & Creativity
- [LSM531](#)-Choosing the Right Performance Measures for Your Organization
- [LSM532](#)-Aligning Performance Measures with Business Strategy
- [LSM534](#)-Measuring and Improving Margins
- [LSM541](#)-Competitive Advantage and Profitability
- [LSM542](#)-Strategic Positioning in Markets
- [LSM545](#)-The Application of Game Theory to Business Strategy

BUSINESS ORIENTATION

- [LSM582](#)-Managerial Decision Making
- [HAME507](#)-Mastering the Time Value of Money
- [HAME508](#)-Making Capital Investment Decisions
- [HAME509](#)-Risk and Return: How to Identify, Measure, and Incorporate Into Capital Budgeting Decisions
- [HAME510](#)-Raising Capital: The Process, the Players, and Strategic Considerations
- [HAME513](#)-Understanding Financial Statements
- [HAME514](#)-Using Ratio Analysis to Evaluate Financial Performance
- [LSM531](#)-Choosing the Right Performance Measures for Your Organization
- [LSM532](#)-Aligning Performance Measures with Business Strategy
- [LSM534](#)-Measuring and Improving Margins
- [LSM521](#)-Essentials of Marketing Strategy
- [LSM524](#)-Creating and Communicating the Value of Your Brand
- [LSM553](#)-Using Data for Positioning Brands

[GO BACK TO PAGE 1](#)



MANAGER OF A FUNCTION: TRANSITION LEVEL 3 | LEVEL C2 : COMPETENCY-COURSE MAPPING

B BEHAVIOUR DESCRIPTORS

INFLUENCING

- [LSM588](#)-Presentation and Presence
- [LSM589](#)-Negotiating
- [LSM591](#)-Sustaining Change: Leading with Agility & Engagement
- [LSM595](#)-Leading across Cultures

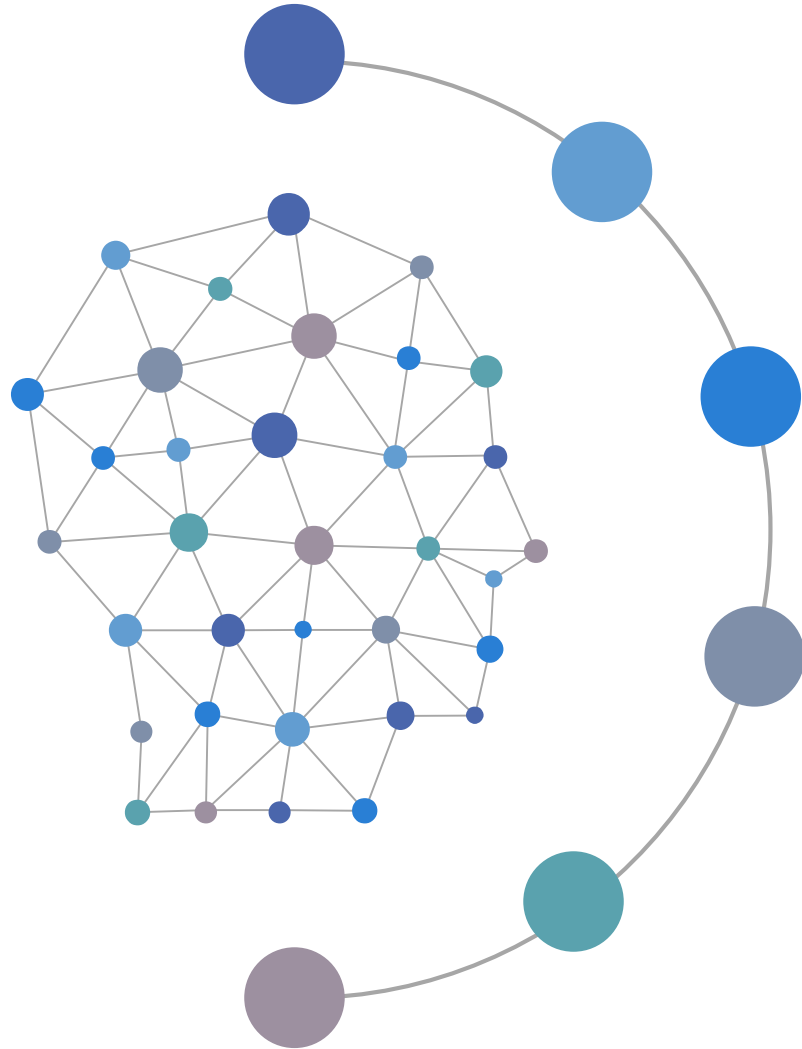


CUSTOMER PARTNERING

- [LSM594](#)-Service Excellence for Leaders
- [LSM582](#)-Managerial Decision Making
- [LSM531](#)-Choosing the Right Performance Measures for Your Organization
- [LSM532](#)-Aligning Performance Measures with Business Strategy
- [CESYS502](#)-Targeting Product and Service Designs to Customers' Needs
- [LSM523](#)-Marketing Research and Analysis
- [LSM551](#)-Measuring Customer Preferences
- [LSM552](#)-Analyzing Segmentation and Targeting
- [LSM554](#)-Predicting and Managing Customers' Lifetime Value



[GO BACK TO PAGE 1](#)



MANAGER OF A FUNCTION: TRANSITION LEVEL 3 | LEVEL C2 : COMPETENCY-COURSE MAPPING

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ENGAGING & DEVELOPING OTHERS

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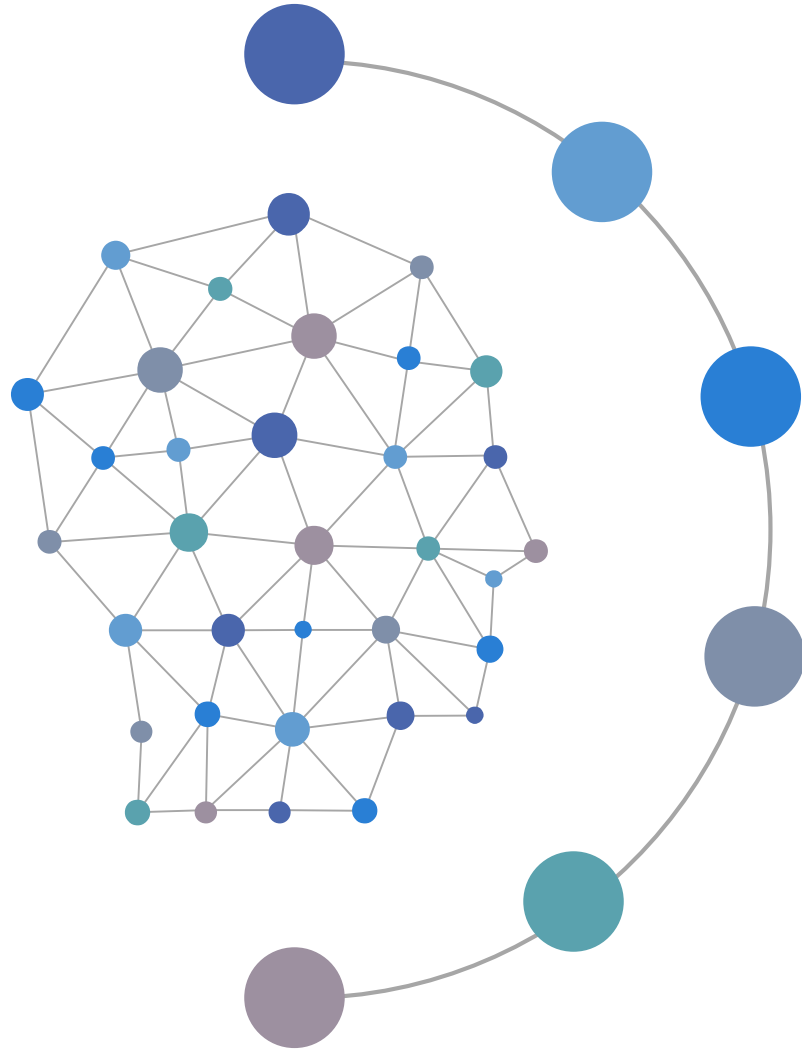


SELF LEADERSHIP

- [LSM591](#)-Sustaining Change: Leading with Agility & Engagement
- [LSM585](#)-Developing and Leading Teams
- [LSM588](#)-Presentation and Presence
- [LSM587](#)-Fostering Innovation & Creativity
- [LSM586](#)-Becoming a Credible Leader
- [LSM583](#)-Leading Strategic Change



[GO BACK TO PAGE 1](#)



An aerial photograph showing a wide, multi-tiered stone staircase on the left side of the frame. To the right of the staircase is a large, well-maintained green lawn. The scene is surrounded by lush green trees and shrubs, with some trees showing yellowish-green foliage. The lighting suggests a bright, sunny day.

THANK YOU

Please give feedback at L&OD@Zensar.com