SAMPLE — NOT A REAL PERSON OR COMPANY

AREEMSS

Leaders in the cohort

8

On track: 6

COHORT SUMMARY FOR THE SPONSOR · MONTH 7 OF 12

“Sample Energy Group”

Solar distribution, rooftop installation and operations · India and the Gulf · 620 staff

IN SHORT

6 of 8 leaders are on track at month 7; 2 need attention.

The shared priorities are Financial and P&L acumen and Influence and partnerships: a company issue, not only an individual one. Business projects are already showing measurable results.

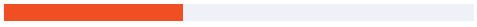
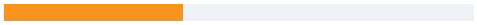
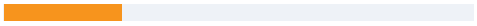
Attendance	Assignments submitted	Projects with a measured result
93%	**41 / 48**	**7**

Progress by leader

Leader	Level of role	Stage	Baseline band	Attendance	Assignments
Participant 1 Managing director, distribution	Owner or business head	Train (4/5)	Solid in role	100%	6/6
Participant 2 Head of projects	Functional head	Train (4/5)	Stretch	92%	5/6
Participant 3 Head of sales	Functional head	Train (4/5)	Solid in role	100%	6/6
Participant 4 Finance controller	Functional head	Train (4/5)	Stretch	83%	4/6
Participant 5 Operations and maintenance manager	Manager or emerging leader	Train (4/5)	Stretch	100%	6/6
Participant 6 Key account manager	Manager or emerging leader	Train (4/5)	Stretch	92%	5/6
Participant 7 Warehouse and supply manager	Manager or emerging leader	Find gaps (3/5)	Stretch	75%	3/6
Participant 8 Site safety lead	Manager or emerging leader	Train (4/5)	Stretch	100%	6/6

Shared priorities across the cohort

How many of the eight leaders have each area as a development gap or a critical gap. Individual scores stay in each leader's own report.

Competency	Development	Critical	
Financial and P&L acumen	3	2	
Influence and partnerships	4	1	
Commercial judgement and risk	3	1	
Strategic thinking and market insight	2	1	
Building and developing teams	3	—	
Policy, regulation and market mechanisms	2	—	

Business projects

Leader	Project	Result so far
Participant 1	Exit two loss-making product lines	USD 310,000 margin a year
Participant 2	Cut commissioning delays on rooftop projects	11 days faster on average
Participant 3	Win three commercial and industrial accounts	Two won; one at final bid
Participant 4	Shorten the cash cycle by 15 days	9 days so far
Participant 5	Raise plant availability across 40 sites	From 97.1% to 98.4%
Participant 6	Build a renewal plan for the top ten customers	Plans agreed with eight
Participant 7	Reduce stock older than 180 days	Started in month 4
Participant 8	Halve lost-time incidents on installation sites	Two in six months, from five

Needs attention

- Participant 4 — attendance 83%, 4 of 6 assignments. Suggested: a short call with the line manager to protect time for the programme.
- Participant 7 — attendance 75%, 3 of 6 assignments. Suggested: a short call with the line manager to protect time for the programme.

Next for the sponsor

- Residency 3 in month 9: confirm travel for all eight
- Quarterly review with each leader's line manager before month 9
- Month-12 re-evaluation: 360 raters to be invited in month 11

What a sponsor sees: progress, attendance, bands and shared priorities. Psychometric results are debriefed privately and never shared; 360 feedback is shown only for groups of three or more raters. Fictional sample prepared by AREEMSS to show the format of the report.