

# LEADING YOUR TEAM



An initiative to manage teams and people, work on different ways to lead and communicate to engage team members



IDFC LIMITED



LONDON • NEW DELHI • NEW YORK

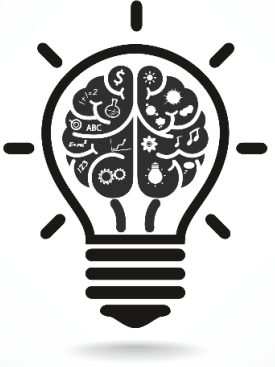
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# In Idea

The challenge facing most line managers we encounter is how to inspire outstanding performance from people, whilst driving results in an increasingly demanding environment. While many factors affect engagement, and therefore performance, a key component is the quality of the leadership. Today's most successful leaders:

- Support, involve and know how to unlock potential in individuals and teams as a whole
- Understand their people and hold motivation at a premium
- Demonstrate their willingness to be flexible in their style, leading teams of greater diversity to meet the varying challenges and demands of their marketplace
- Convey a clear vision about the organisation and, equally important, show a desire to inspire and engage people with it, through their own passion, commitment and actions
- Have an awareness of their impact on the people around them, and beyond that a commitment to finding the best ways of working with and leading others
- Have a genuine openness to change, which incorporates the willingness to listen to feedback as well as give it.



# Your Need as we understand

## Target audience:

**12- 13 Cluster heads** with a rich experience in sales

**Overall experience:** 14-16 years

**Tenure at IDFC:** 4-5 years

First time managers leading 7-8 people on an average



## Situation

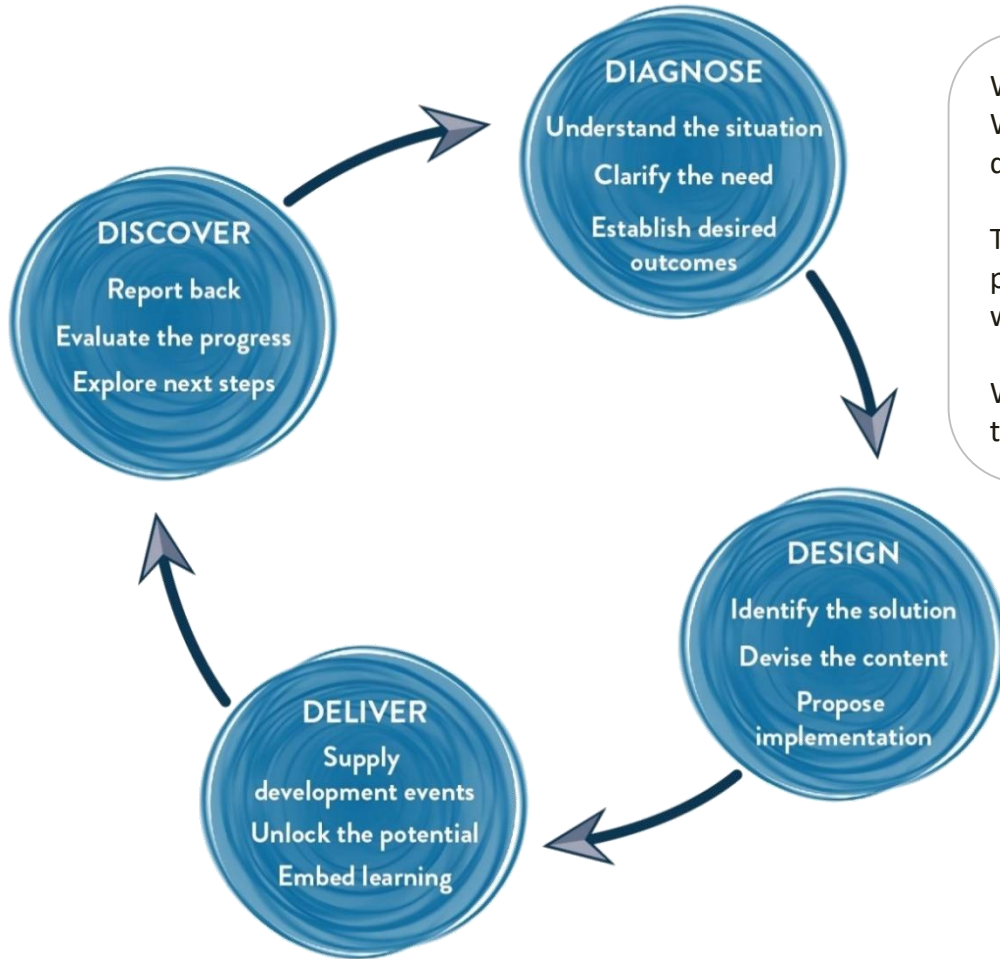
The cluster heads were initially individual contributors and have now been designated the role of manager in the last 3 -4 months. Since this responsibility is pretty new, there is a requirement to work with them on:

1. Accepting and acknowledging the role of manager
2. Developing sensitization around biases while leading people
3. Coaching and mentoring their team members
4. Listening and being present to team member's issues

## Need

For a smooth transition from individual contributor to managers, you would like us to develop a two day solution where we work with the cluster heads on being able to lead their teams effectively.

# Our Approach



We would start with a further **diagnostic** conversation with different participants in your organization . We may also run an online profile to gauge the feedback for individuals to then **design** experiences delivered using theatre methodologies in the workshop along the lines indicated in this proposal.

The experience for the leaders would be **delivered** by an experienced MaynardLeigh facilitator. We pride in creating unique experiences which would help the team connect back to their behaviour's at work and otherwise.

We would recommend a **discovery meeting** with you after the workshop has been completed in order to get feedback on the themes and issues that were uncovered.

## Methodology

We use Interactive theatrical exercises along with Psychological and L & D tools

# Development plan for the Top Leaders

Once we finalize the mandate, we would want to spend one day to undertake some pre-work in conversing with HR stakeholder, participants and their managers, which would enable us to customize the solution for your exact needs:

## Requirements:

- Telephonic conversation with a sample size of the participants – half hour sessions each
- Telephonic conversation with at sample size of leaders of the participants– half an hour session

## Our Curiosity:

### From the Participants:

- Get to know their work flow and day to day responsibilities
- Understanding the one on one, review process
- Their feelings, facts and observations around leading people currently
- What is working and what could be better according to them while leading people?
- Gather anecdotes, examples & situations around interactions with team members

### From the managers:

- Their perspective on current leadership style of the participants
- What is it that's currently working for the participants and their expectations : what would they like to see happen?
- Examples around the current gaps observed

### From the HR stakeholder:

- Organization structure of the team
- Examples around the current state and desired state and where are the gaps observed.



**Diagnosis report:** A report is generated which would reflect the outputs from Diagnosis (The identity of the participants would be confidential)

**Design Presentation:** The final objectives and design of the learning intervention are presented to the learning partners/stakeholders via skype/call/in person

# Tentative Learning Outcomes: Post the workshop, participants will:



## *Think:*

- Regular & authentic recognition and feedback increases performance
- Communication around my team members personal and professional situations is key for engagement
- I need to focus on developing self and empower others by developing them
- I am now more aware of my patterns around leadership & can fix them
- I understand my role as a leader and what it entails



## *Feel:*

- **Responsible** towards team members
- **Ready** to recognize their team members
- **Energized** to accept challenges
- **Equipped** to handle people issues
- **More sensitized** to biases



## *Be more able to:*

- Have difficult conversations with ease and own their authority
- Manage biases and difficult situations
- Use aspects of situational leadership to address challenges
- Recognize each team members personal goals to motivate them
- Communicate while balancing results, emotions & quality
- Develop team members through coaching and feedback
- Give and receive feedback from team members



# Tentative Workshop Design – Day 1, maximum 14 participants per batch per consultant

Session	Session details	Methodology	Competency/Objective targeted in this session
Introduction	<ul style="list-style-type: none"> <li>Welcome and context setting</li> <li>Maynardleigh &amp; participant Introductions</li> <li>Permissive Encouragement – Play &amp; Express yourself</li> </ul>	Theatrical warm ups Experiential Context setting	
Leadership Journey	<ul style="list-style-type: none"> <li>Participants story tell where they were able to recognize leadership in themselves.</li> <li>Recognizing the values &amp; strengths that I bring as a leader</li> <li>Complete attention on others leads to insight</li> <li>Participants practice “Insight”</li> </ul>	Participant stories Facilitator insights	Uses increased insight through attention on others to : Understand, motivate & recognize people. Be empathetic to the team’s needs
Inner cast of characters	<ul style="list-style-type: none"> <li>Identifying our sub personalities &amp; patterns of leadership</li> <li>Leadership is about reclaiming lost personalities &amp; using all the colors available to us purposefully</li> </ul>	Experiential activity Group insight	Awareness of self patterns around leadership. Identifying how to correct these patterns. Understanding the role as a leader
Leadership DNA	<ul style="list-style-type: none"> <li>An activity to see how we lead in changing circumstances &amp; challenging situations. Do we look to engage &amp; energize? Do we coach &amp; develop? Or does it all take the sidelines when deadlines and challenges approach? (Looks deceptively simple but tests the water very easily !!)</li> </ul>	Highly engaging team activity. Interactive, relevant and impactful facilitator insights	Supports team in successes & failures. Cascade communication to motivate their team and drive higher productivity.
Feedback & Recognition	<ul style="list-style-type: none"> <li>Differentiating between fact based purposeful feedback/recognition VS an emotionally charged monologue.</li> <li>Observe Perceive Wonder - developing the rigour to separate observation of what is actually happening from our subjective perceptions and interpretations.</li> <li>Practice giving feedback using the OPW feedback formula</li> </ul>	Experiential exercise. Participant practice exercise. Participant led peer coaching	Give & receive recognition and feedback in a way that leads to development. Be a coach and mentor to the team, and be accountable for their development.
The balancing act for leaders	<ul style="list-style-type: none"> <li>Communicating to care for results, quality &amp; emotions.</li> <li>Challenges to finding the balance.</li> <li>Not a win-win but purposeful choices</li> <li>Setting up day 2 of the workshop by listing personal challenges around this area . These will be addressed on the 2<sup>nd</sup> day.</li> </ul>	Facilitator & participant based discussions. Participant make “Chits” of challenges faced.	Addresses difficult issues in a timely manner. Makes tough people decisions when required. Manages dynamics. Balance between emotions & results.

# Tentative Workshop Design – Day 1, maximum 14 participants per batch per consultant

Session	Session details	Methodology	Competency/Objective targeted in this session
Hello! & Recap	<ul style="list-style-type: none"> <li>Recap of Day 1 &amp; Participant peer coaching partnerships created for the rest of the day.</li> </ul>	Participant led recap	
The balancing act continued	<ul style="list-style-type: none"> <li>Participants use various methods to display the situations they outlined at the end of day 1 where they find a challenge in balancing communication for results, quality &amp; emotions.</li> <li>Participants &amp; facilitator coach on working through these situations</li> </ul>	Various interactive theatre methods: Role plays // Play pause theatre // Forum theatre	Balance between emotions & results Build trust as a manager/leader. Cascade communication to motivate their team and drive higher productivity
One size does not fit all	<ul style="list-style-type: none"> <li>Situational leadership</li> <li>Skill / will gap recognition</li> <li>Planning each individual team members development based on their specific need &amp; context</li> </ul>	Facilitator led presentation. Participant exercises.	Understand, apply and communicate based on situational leadership. Creates a climate of trust. Invites inputs from others. Helps others understand their contribution. Coaches others to find their own answers. Be a coach and mentor to the team, and be accountable for their development.
Coaching	<ul style="list-style-type: none"> <li>Coaching for motivation</li> <li>The quick coach</li> <li>Listening &amp; asking questions</li> <li>Nine goals to lead – motivating through helping people achieve their personal goals.</li> </ul>	Theatrical base Practical exercise Participant practice Participant personal goal setting	
Delegating	<ul style="list-style-type: none"> <li>Recognizing <u>what</u> to delegate – the five zones of delegation</li> <li>Recognizing <u>whom</u> to delegate to – referring back to skill/will</li> <li>The <u>how</u> of delegation</li> </ul>	Facilitator psychodrama Participant exercises	Provides challenging & stretching tasks and assignments to drive development.
Improvising as a leader	<ul style="list-style-type: none"> <li>Leading in complex times where change &amp; flexibility are key.</li> <li>Creating alignment &amp; a supportive environment at such times</li> <li>Being a chooser NOT a victim</li> </ul>	Improvisational theatre & Psychodrama	Creates a climate where people want to do their best. Cascade communication to motivate their team and drive higher productivity
Closing	<ul style="list-style-type: none"> <li>Participants fill their stop, start &amp; continue</li> </ul>	Action planning Completion	

# Discovery Meeting



We shall hold a one to one meeting with HR stakeholders after the workshop to take feedback on the intervention and how it was received and to determine the next action steps.

# Your Tentative Investment

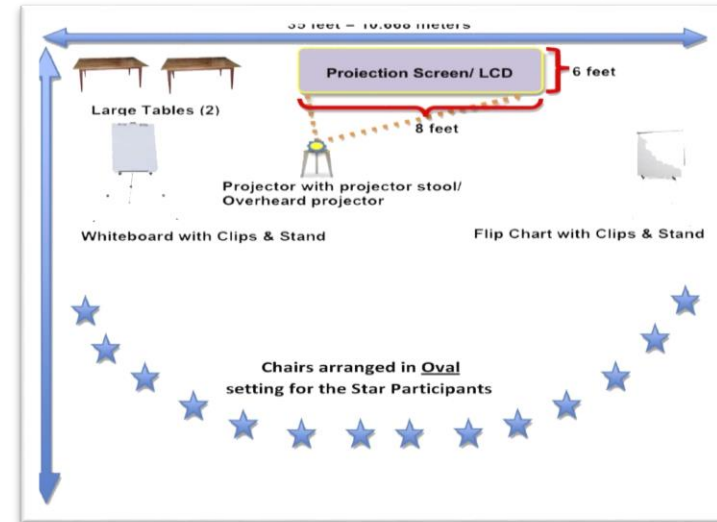
<b><u>Diagnose &amp; Design   For the Whole Intervention</u></b>		
One Day Diagnostic Interviews		INR 75,000
One Day Design (creating report, customizing design)		INR 75,000
<b><u>Delivery for batch of 14 participants</u></b>		
<u>Activity</u>	<u>Investment</u>	<u>Total Cost</u>
Professional Fee for delivery of 'Leading Your team workshop'	INR 75,000 Per Day Per Consultant X 2 Day X 1 Consultant	INR 1,50,000
Learning Material, Folders, books, DO IT now cards and certificates	INR 1050 X 14	INR 14,700
Total delivery Investment for 14 Participants		INR 1,64,700
Overall Cost Per Participant		INR 11,764

The total delivery investment does not include diagnosis and design

# Commercials: Terms and Conditions

- Client is responsible for providing venue, conference facilities, AV equipment.
- Travel outside Delhi NCR - Air, stay & airport/ venue cab transfers to be taken care by the client.
- Travel inside Delhi NCR - at Rs 12.00 Per Km.
- Not inclusive of applicable taxes (GST @ 18%)
- A commercial contract will be signed before the execution of the project.
- 50% of cancellation fee will be charged on any cancellation or postponements that occur within 3 to 20 working days of the confirmed date of delivery.
- 100% of cancellation fee will be charged on any cancellation or postponements that occur within 0 to 2 working days of the confirmed date of delivery.
- The above commercials are valid till the 31<sup>st</sup> March 2018
- Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”

# Room Layout



We love alternative ways of setting up a workshop! We create an atmosphere where the participants feels absolutely comfortable. The use of theatre, team games and experiential methodologies fits right in to the setting. A lawn/open area to play the games adds to the whole feel.

We would need a room with ample natural lighting, lot of space to do activities and a U-shape seating ( As shown in the picture) to create the right ambience for the workshop.

# Things Required at the venue

For the workshop, we will need the below mentioned:

- LCD projector and projection screen
- UPS Power Back-up for Laptop, LCD projector & Laptop speakers
- External speakers (for laptop connectivity). The external speakers should be loud enough for music playback
- White board & White board markers (2 blue, 2 black, 2 green)
- Flip chart and Flip chart stand with suitable clips
- Color pens (Normal sketch pens - about 30)
- Notepads and pens (for participants)
- Blu-Tac (This substance is used to stick things, posters or paper on the wall)
- 20 A4 Size normal and drawing sheets
- 2 tables for the consultant (one will be used for the projector and the other for keeping the handouts)

# Next Steps



- **Call:** Let us schedule another call with Lovleen and Rashmi to gather examples and more clarity on the mandate
- **Contract and PO:** Once we close on the commercials, let us begin the process to close the contracts and get the PO
- **Diagnose** - We'd like to begin the diagnosis phase to clarify the need and establish the learning outcomes.
- **Book:** Let us book the dates for Diagnosis and Design



# Contact us



**Let's work in partnership to create impact & unlock potential**

For further information please connect with:

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