

Having Effective Conversations



LONDON • NEW DELHI • NEW YORK



Your Need As We Understand

Situation

The participants group consists of approximately 300 deputy / team managers (first line), managers (second line) and senior managers. All of them are tenured leaders who may or may not be from the same industry. Their years of experience varies at all three levels:

- Deputy / Team Managers (6 – 8 years)
- Managers (8 – 12 years)
- Senior Managers (12 - 15 years)

Within JLT, the managers report to the senior managers, deputy / team managers to the managers and individual contributors to the deputy / team managers.

Problem

A visible gap in this group, as identified by the HR, is the ability to communicate effectively. To bridge the same, they establish the following areas of development:

- Communicating with clarity
- Giving effective feedback
- Managing conflicts within and across teams
- Conveying difficult messages
- Having effective career, performance and developmental conversations.

Implication

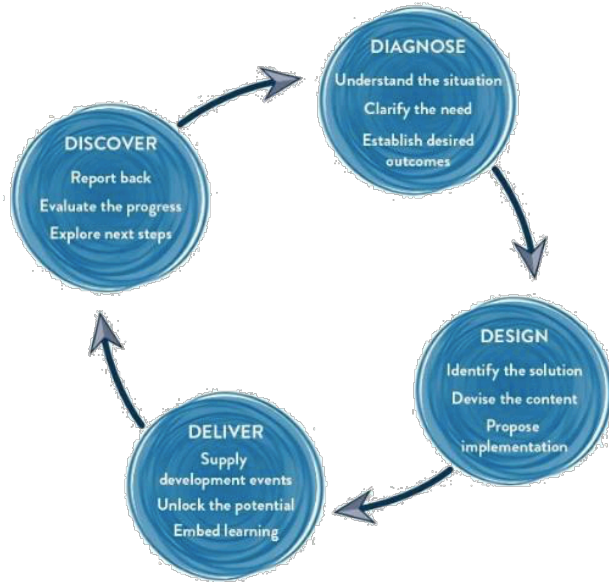
The above mentioned areas of development have a striking impact on the organization and the business. The HR has, at certain times, noticed discrepancies in the cascading of information by these managers which sometimes may have led to a loss of it. By addressing the listed requirements and instilling clarity in their communication, these managers will be able to increase their productivities, display accuracy and focus in their work and represent the brand of JLT better.

Need

The HR acknowledges the intent these leaders have to communicate with greater clarity and effectiveness. Therefore, JLT wants Maynard Leigh to facilitate a one – day workshop with them in smaller batches which enables them to bridge the above mentioned gaps and handle difficult conversations on their own. You want the program to include role plays, videos, case studies, etc. and minimal theories and philosophies.



Our Approach



We would start with a further **diagnostic** conversation with different bands your organization and 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 feedback the themes and issues that were uncovered.

Methodology

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



Diagnosis

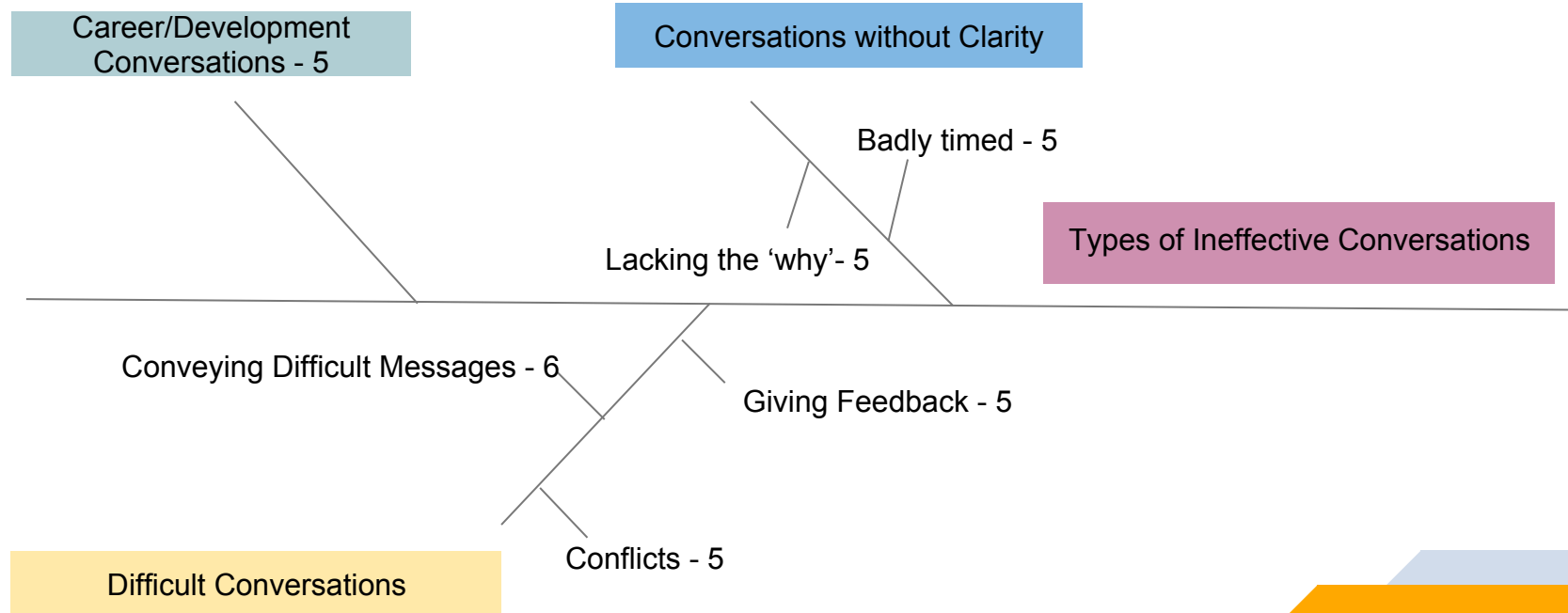
In the Diagnosis stage, we delve deeper into the issues faced by the participants.

We would want to connect with a sample of the target participants, HR stakeholders and business stakeholders to collect information about the business, target participants, possible gaps, expectations & objectives. **This shall be done via telephonic calls.**

We specifically gather information on:

- Understand the business model of JLT
- Understand the key business processes (at a macro level)
- Study the organization chart, competencies and job roles of the target participants
- Understand the performance management system
- Understand the protocols on offering feedback, if any
- Pick up 10 case lets / scenarios of communication in the organization
- Interview a senior leader (CXO) who shares the expected cultural compass around communication
- Interview 2 DMs, 2 managers and 2 senior managers (30 minutes each) to find out what are some of the challenges they face while communicating with stakeholders
- Ask the same audience about what kind of issues require communication interventions
- Expectations from the workshop
- Gather anecdotes, examples and situations in which the leaders communicate in a certain way and the impact that has on the business.

Pre Work Analysis





Design

Post the diagnosis, we get into the design phase of the learning intervention.

Here are 2 things we will do:

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

Design Customization: The consultant will design the final objectives and customize the content of the learning intervention. Modules of the workshops are designed, activities are mapped to the examples, new handouts are drafted based on the content.



Tentative Learning Outcomes

Post the workshop participants will:



Think:

- “I need to **speak up boldly** at global forums and while communicating upwards.”
- “I must **listen** to my team members and peers to understand their needs, concerns, and expectations.”



Feel:

- **Empowered** to speak assertively during difficult conversations.
- **Inspired** to try new tools and structures to have effective conversations.



Be more able to:

- Have difficult conversations with people basis on facts and not perceptions.
- Provide balanced feedback – strengths as well as areas of development.
- Communicate purposefully and with clarity.
- Managing conflicts using the principles of improv theatre.



Tentative Workshop Design

1 day, 10 – 14 participants / batch

Narrative	Session	Description	Methodology
All of us have the potential to have effective and impactful conversations. Conversations have three primary elements - the self, the other, and the situation - a deeper understanding of these three aspects along with certain structures and tools that can be practiced in a gamut of contexts.	Introductions and Context Setting	Beginning with a warm up, introductions and the purpose and approach to the day to create a playful and ready state for learning.	Facilitator Led
Sorting Self: Our personality is often limited to a few colours and that limits the impact that can be created. Let's begin our journey to unlock our potential and begin including our lost colours into the palette of our personalities.	Personal Branding	Answering questions about self and finding a symbol that defines 'me'. What should be my values, the point of me, my point of view in a conversation.	Drama Exercise + Reflection
	Status	Mind-body-breath are connected. Any one of these affects the other two. Just changing your body, voice, eye contact, pace, can affect the level of confidence you feel. Just learning to tweak these can make you a status expert.	Reflective/ Research
	Cut Story	We have many colours, however, experiences dry up some of our colours. It's possible to retrieve them. The competence model is shared.	Drama Exercise

Tentative Workshop Design

1 day, 10 – 14 participants / batch

Narrative	Session	Description	Methodology
Sorting Self: Our personality is often limited to a few colours and that limits the impact that can be created. Let's begin our journey to unlock our potential and begin including our lost colours into the palette of our personalities.	AIM	Clarifying objectives.What is the purpose of any communication?What would a positive outcome look like? Working with purpose and performance objectives. Structuring communication for Impact	Experiential
Managing the other: How do we respond to the other? Does it come from an understanding of this person's reality? Do we hinge our conversations on facts? Are we able express our emotions appropriately?	Tai Chi	Attention-Choosing where to focus.Focusing attention on the other person or people.	Drama Games and Role Play
	Feedback Formula	Constant communication without emotional vomiting. Creating permissive encouragement. Feedback is a gift.	Drama Game and Role Play
	Bucket Game	A simple game which helps realise the clearer we are able to anticipate and communicate with our teams the better the results!	Experiential in Pairs

Tentative Workshop Design

1 day, 10 – 14 participants / batch

Narrative	Session	Description	Methodology
Leading the Conversation: Assessing the situation and conversing with an understanding of the other person's world, and one's own needs.	PPSAAO	Working creatively in partnership and collaboration with others to resolve conflicts. Mirroring and building functional relationships to strengthen the effectiveness of conversations/.	Role Play
	Rapport Accept and Build	Working creatively in partnership and collaboration with others to resolve conflicts. Mirroring and building functional relationships to strengthen the effectiveness of conversations/.	Improv Theatre
	Character Profile	What is going on in the other person's world? Exercise on "Character Profile" or need want desire	Reflective Drama Exercise
Let's commit to at least 2 goals that we will walk out of this room with.	Commitment Videos + Progress IT + Closing	Participants choose 2 goals that they definitely want to work on and commit to each other on by making videos.	Video Making and Closing Circle 10

Progress IT – 9 Week Goal Tracking System

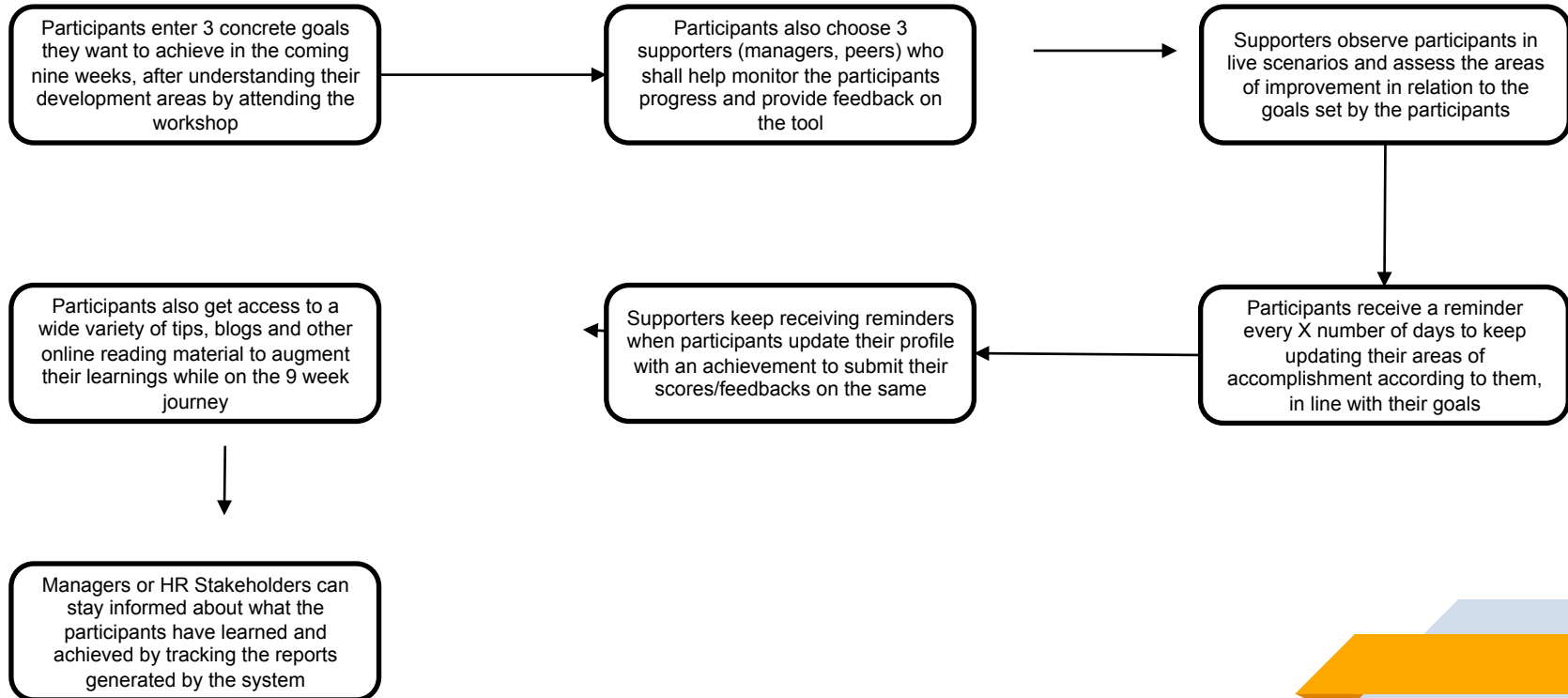


Progress IT ® is a powerful on-line support system that provides follow through after a course, a workshop or learning event. We use this innovative service to:

- I. Help participants reach their self selected behavioral goals
- II. Show line managers what their colleagues have learned and report on the business results from their new learning
- III. Enable Human Resources departments to offer evidence of specific business gains stemming from a particular learning experience.
- IV. Assign supporters to these participants who will give feedback for a period of nine weeks.

Progress IT ® tackles these with a nine-week support service and a report at the end summarizing progress.

Progress IT – How It Works





Discover



A one to one meeting with HR stakeholders to take feedback on the intervention and how it was received and next action steps.



Tentative Commercial Investment

Diagnose & Design (One Time Cost)

One-Day Diagnosis
Half-Day Design

-

Delivery (for 10-14 participants)

Activity

Investment

Professional fee for delivery of 1 day workshop

INR 75,000 per day per consultant X 1 day X 1 consultant

INR 75,000/-

Progress IT

INR 500 per participant X 14 participants

INR 7,000/-

Learning material, folders and certificates

INR 250 per participant X 14 participants

INR 3,500/-

Total investment for one batch covering 10-14 participants**

INR 85,500/-

Total investment per participant**

INR 6,107/-

** Excluding Design & Diagnosis cost

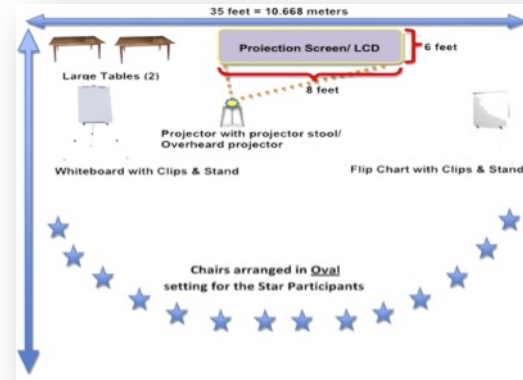


Commercial Terms and Conditions

- ❖ 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 31st March 2019
- ❖ 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! Creating an atmosphere where the participants feels absolutely comfortable and yet challenged. In this workshop, the use of theatre, team games and experiential methodologies are essential ingredients, hence we'd require ample place to move around and make noise. Please book a space with ample natural light (Yes, we want sunlight streaming in) and no fixed furniture for the participants to work with one Maynard Leigh consultant.



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 to play music for the team.
- **White board** & White board markers (2 blue, 2 black, 2 green)
- **Flip chart** and Flip chart stand with suitable clips
- **Colour pens** (Normal sketch pens - about 40)
- **Notepads and pens** (for participants)
- **Blu Tac** (This substance is used to stick things, posters or paper on the wall)
- 35 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)

Consultant's Profile: Steeve Gupta



Steeve is the Managing Director of Maynard Leigh Associates India.

He is also a principal consultant in the delivery team. Steeve has worked with and consulted for Aricent, Airtel, AON Hewitt, Alcatel Lucent, Amdocs, Bharti Infratel, Birlasoft, Coca-Cola, Cognizant Technology solutions, Glaxo SmithKline, Dell Perot, Ernst & Young, Rediffusion DY&R, RBS, Max Bupa, Max Life, McKinsey & Company, Punj Lloyd, NEC HCL, Sopra, Sunlife, Suzuki and many other organizations.

Some behavioural areas that Steeve loves to work with and deliver workshops on include; Motivation for Peak performance, Team Behaviours, Vital leadership, Talent Engagement and Presenting & Public speaking.

In 2002, Steeve graduated from the University of Central Florida, with an MBA and specialization in International Business. He was inducted into the Beta Gamma Sigma honour society for graduating at the top of the business college.

In theatre, Steeve worked closely with Aamir Raza Hussain at Stagedoor productions and Oscar Nominee Victor Banerjee.

Deep Insight into people's behaviour, his experience of working with thousands of leaders, his commitment to creating an engaging, experiential & partnership based learning environment and focus on ensuring that business and individuals gain from the time spent in workshops are what make Steeve a great asset to Maynard Leigh.

Consultant's Profile: Bharat Babbar



Bharat carries with himself a decade's worth of experience as a facilitator.

To quote (and adapt) J.R.R. Tolkien; "One Ring to rule them all, One ring to find them; One ring to bring them all and in **the light, release them.**" In Bharat's case, the "One ring" is synonymous with stories. His and yours. He believes these stories are powerful reflections of ourselves, where we find clues about what's working brilliantly for us and what could be better. Seeking these stories has led him to some very interesting places and profound experiences.

From teaching acting at The Barry John Acting Studio in Delhi & Mumbai, working with youth at a juvenile detention facility for a NGO called STEP, to remote towns and villages in Chattisgarh – a project done in association with UNICEF, exploring conflict-resolution at various camps in a region torn apart by the conflict between the Indian army and Naxalites, to making films in Los Angeles, working in collaboration with people from around the world, to behind the camera at the IIFA Awards!

Bharat is from a business family in New Delhi and holds a Bachelor's degree in Commerce from Delhi University. He's taught acting at the Barry John Acting Studio for four years and has acted in numerous plays, films, TV and commercials.

Clients appreciate his ability to create a dynamic and collaborative environment, where they explore and challenge boundaries of peak performance together, create a space to practice and rehearse, come up with practical ideas and practices that can then be applied to the workplace to achieve measurable results. Bharat has worked as a performance coach with many individuals and teams, facilitating their journey towards being impactful, collaborative, trusting, empathetic, creative and dynamic!

His regular clients include RBS, MaxLife, Cognizant, Ernst & Young, McKinsey, Coca Cola, Pearson, John Deere, Macquarie, Sterlite, Muratec, Penguin¹⁹ Random House and many others.

Consultant's Profile: Anand Mittal



Leadership is about authenticity, it's about being yourself. This is how Anand defines leadership and demonstrates it as well.

Total 15 years of total experience, out of which a decade of facilitation and theatre. Anand has conducted trainings on influencing skills at work, personal impact with different stakeholders, effectively lead self & your teams, effective communication, appraisal discussions, time management, team building, customer service skills, customer satisfaction, telephone etiquettes etc.

Has also used his coaching skills with individuals at Wells Fargo, RBS, Cognizant technologies, Quattro to achieve their personal & professional goals.

He is a trained actor and a drama instructor from Barry John Acting Studio. In his experience as a Theatre director, has written many plays, street plays for amateur actors and corporates. During this process, has learnt how to deal with difficult actors, egos and to be able to create harmony amongst the ensemble. Was also a part of some corporate films for ICICI bank as an actor while in Mumbai.

Some of the clients who have appreciated his work include:

Mckinsey & Company, EY , CII ITC - CESD, Ikea, SABMiller, Cognizant technologies, Coca Cola, Maxlife Insurance, Royal Bank of Scotland, Eicher Polaris, Sopra Steria, Pepsico, Nestle etc.

Consultant's Profile: Nitten Mahadik



Nitten is a multi faceted and talented professional with work experience of more than 12 years.

As a high performance coach and an NLP- Master Practitioner, he has provided team, group and one - on - one sessions for leaders & individuals at the highest levels in corporations and politics. The aim of his work is to empower individuals to make informed choices of how to live & work in balance with their inner selves and to build high performance businesses & communities.

He has developed people at Tata Motors, Airtel, Fiserv, Lanco, Cognizant Technology, Tech Mahindra, Pidilite, Accenture, the Oneness university, ICICI Prudential, Vascon, and various other IT companies, educational institutions, and also handled training and sales responsibilities.

Nitten has worked in the area of public speaking & presenting, service orientation, assertiveness, stress management, leadership, kinesics, team building and motivation. He is a high energy, enthusiastic and a driven coach.

Nitten loves his theatre! He has worked in the area of voice culture, body language and communication skills using learnings from the theatre for more than 5 years.

He has been certified by renowned trainer and theatre personality Mr. Shyam Joshi.

Consultant's Profile: Priyam Jain



A trained counseling Psychologist and a certified drama therapy practitioner, Priyam has worked extensively with people across ages and diverse communities.

Her interests are in Positive Psychology and she has worked to design and deliver interventions that focus on enhancement of resilience, self-worth, motivation and wellbeing in her clients. She also has trained in Neuro linguistic Programming and Cognitive Analytic Therapy, both of which contribute to her ability to understand, empathize and facilitate desired changes in her clients.

Priyam started her career with Manas, a mental health organization that aims to promote proactive, preventive and positive mental health. She was the youngest facilitator on a city wide training initiative for public transport professionals and trained more than 2000 individuals on Gender Sensitization.

She has been trained by well known theatre professionals such as legendary (Late.) B.V. Karanth, Maya Rao, Arvind Gaur, Aruna Ganesh Ram to name a few. As part of Visual Respiration, an immersive theatre group she has also been involved in devising and performing immersive theatre work, a format that engages the audience to take part in the story of the actor.

At Maynard Leigh, Priyam leads/co-leads workshops apart from being the resident Learning & Development specialist who ensures each member of the team develops & reaches the next level of performance. The clients Priyam has worked with at Maynard Leigh are: Penguin Random House, Royal Bank of Scotland, Aon, Cognizant, John Deere and Genpact

Consultant's Profile: Sanyukta Saha



Sanyukta identifies herself as a designer of transformative experiences. She believes that theatre is full of surprises and many magical moments.

With Maynard Leigh Associates, she hopes to expand the sphere of influence of drama and its powers to the world of business and the many individual who live within it. She brings her decade long experience as a theatre practitioner, educator, and facilitator to increase her participants' personal effectiveness.

She has a postgraduate degree from the University of Leeds in Theatre and Development Studies. It was here that she engaged deeply with the possibilities of applying theatre in education, therapy, and in working with communities. She is the Founder and Artistic Director of Aagaaz, a not-for-profit dedicated to creating spaces for learning and critical thought in an attempt to weave a more equitable urban fabric. "Engaging children and young adults across social and geographical boundaries, we relentlessly question 'what is' to probe 'what could and should be' to learn ways to act and perform beyond just the stage". A group of adolescents from Nizamuddin Basti form the core of the organization.

She has been able to transition from her life as a practitioner of arts to someone who also leads a successful arts organization. Leadership, organizational structures, strategies and human resource dynamics are of deep interest to her.

As a leader she strives to create a space that is centered on people and their shared values. With MLA, her core areas of workshop delivery have been building professional presence, personal branding, executive presence, presentation skills, motivation, peak performance, impactful facilitation, and training of trainers. She has engaged with companies like Cognizant, GSK, SpiceJet, McKinsey, EY, Dunhumby, NGK, Canara HSBC, Sopra Steria, Pernod Ricard, Delta, and many more.

Consultant's Profile: Vrinda Misra



"I hope you will go out and let stories, that is life, happen to you, and that you will work with these stories...water them with your blood and tears and your laughter till they bloom, till you yourself burst into bloom." When Vrinda stumbled upon these words by Clarissa Pinkola Estes, she resonated with them as though they had been her own.

A passionate life-liver, she has endeavored to invite into her being, art, expression and self-reflection in their varied forms. Vrinda is a certified expressive art therapy practitioner who has worked with a diverse range of clients. She also holds a Bachelor's degree in Journalism from the University of Delhi and an MBA from Symbiosis Institute of Media and Communication, Pune.

Apart from spending her years working as a writer and qualitative researcher, she has continued to actively engage with theatre and has been a steady witness to the power of drama, play & body-driven insight creation. Vrinda's entry to drama therapy and drama based facilitation came from her early days in college where she was immersed in community theatre in the form of Hindi street plays, as well as proscenium theatre.

Her current artistic practice largely involves devising and performing immersive, physical theatre pieces. She has been mentored over the last decade by several path-breaking drama practitioners including Bhaveen Gosain, Maya Rao, Aruna Ganeshram, Maitri Gopalakrishna, Anitha Santhanam and Abhishek Majumdar.

At Maynard Leigh, Vrinda is now engaged in the role of a consultant. She has previously worked as a drama based behavioral trainer with several corporate clients including, Levis, VM Ware, EMC, Fidelity Investments and UTC Aerospace Systems among others.

Next Steps

- **Vendor Empanelment:** Since we are working with you for the first time, let us initiate vendor empanelment at the earliest.
- **Contracting and PO:** Once we close on the vendor empanelment, let us close on the contract and PO.
- **Diagnose** - We'd like to begin the diagnosis phase to clarify the need and establish the learning outcomes.
- **Book:** Let us block the dates for the Diagnosis and Design right away so that we have consultants available for you.



Contact Us

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

For further information please connect with:

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