



COMMUNICATION • LEADERSHIP • TEAMS
LONDON • NEW DELHI • NEW YORK



Don't be the same! Be better!!

A Diagnostics Report: *towards building better teams and stronger leaders . . .*

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Your Mandate

Company Overview

- **SRF Limited** is a manufacturing company located in Gurgaon, India. The company has manufacturing plants in India, South Africa and Thailand. The company was established in 1970, as **Shri Ram Fibres Limited**, by DCM Limited as a wholly owned subsidiary. Over the years, the company diversified its product offerings into technical textiles, engineering plastics, chemicals and packaging films. In 1990, it changed its name to SRF Limited. SRF has R&D team and Engineering teams and the output of one team is usually the input of the other teams. SRF limited has Band O for its blue collar workers and Band A,B,C, D for its white collar workers. Maynardleigh Associates has worked with Band C & D and delivered “Leading the team” workshop.

Situation:

- The R&D and Engineering team of SRF is looking for a dynamic journey for its **50 members**. Few participants are from bands L4 and L5 and most of the participants are from L1, L2 and L3. Currently there is a lot of confusion, uncertainty, non cooperation, non collaboration and frustration. The situation has resulted in heated arguments between subordinates and leaders. Calls have been made on Sundays and it seems like there is a level of arrogance and non communication between teams.

Problem:

- The teams have gaps in collaboration amongst leaders and team. The teams need to come together to avoid the blame game. SRF identified this gap through its process life management project discussions amongst teams, EES survey, performance appraisals, people issues and informal feedbacks. SRF has already conducted one outbound training for 100 people together.

Implication:

- The current situation is leading to attrition, unclear communication and information flow. It's further leading to low engagement scores with respect to working environment and working relationship. People are also not feeling recognised.

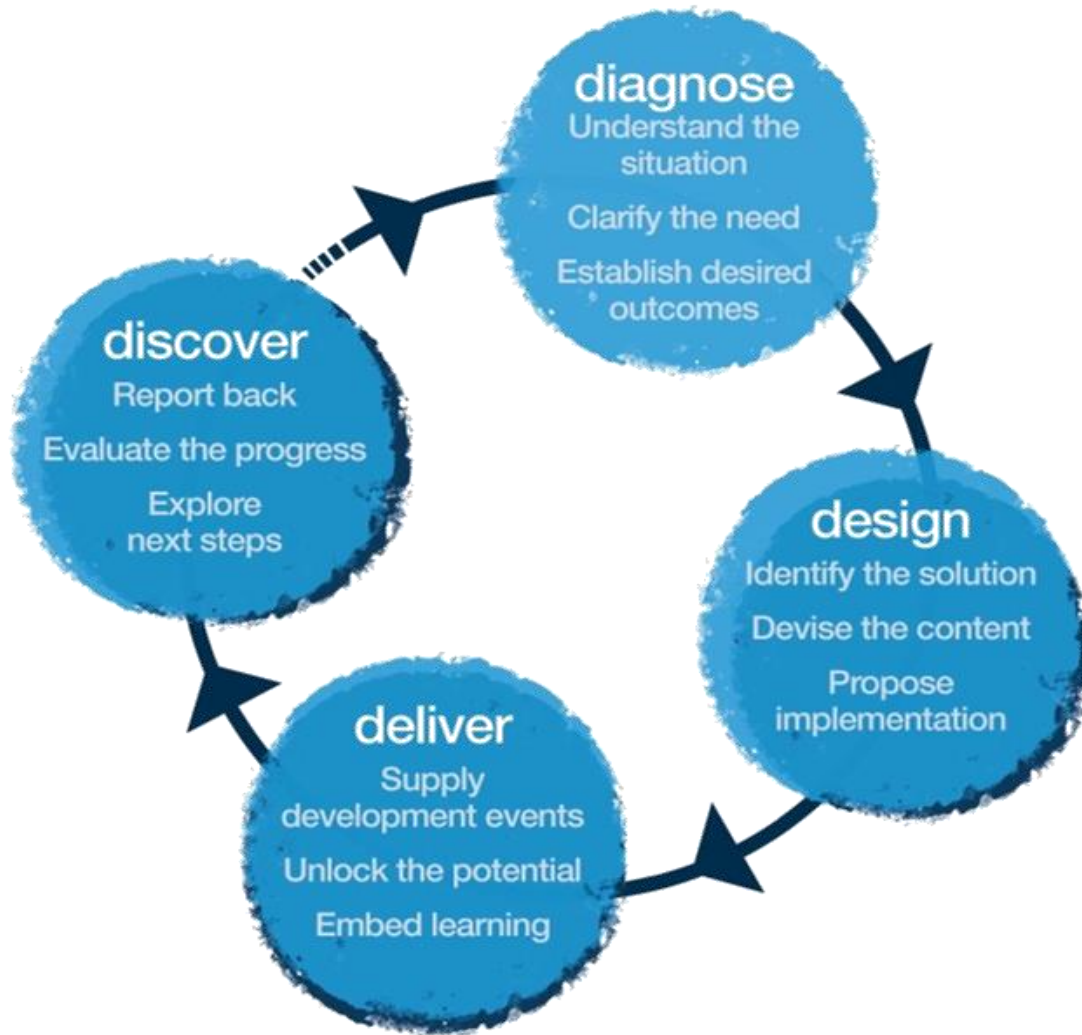
Need:

- You want us to deliver a 3 month journey to enable the participants to achieve great teamwork and collaboration. People need to be energetic and passionate in teams. They should have the emotional intelligence to get the best out of the teams.

Our Consultation Process



In this approach note, we propose suggested ways of going about these stages. We will share the final workshop design only after the Diagnosis and Design phase.



Methodology: Theatre. Psychology. Learning & Development Tools

Diagnose



While we have received a broad mandate from Snigdha for this journey, we propose to spend one day in your office-

- a. Meeting target participants and key stake-holders
- b. Observing some live interactions within teams and with teams and managers.

These would help us collect information about-

1. Current State - what's working, areas of strengths, challenges, etc.
2. How are their current interactions with the stakeholders, customers?
3. Gather anecdotes, examples & situations relevant for the workshop.
4. Identify the behavioral patterns.

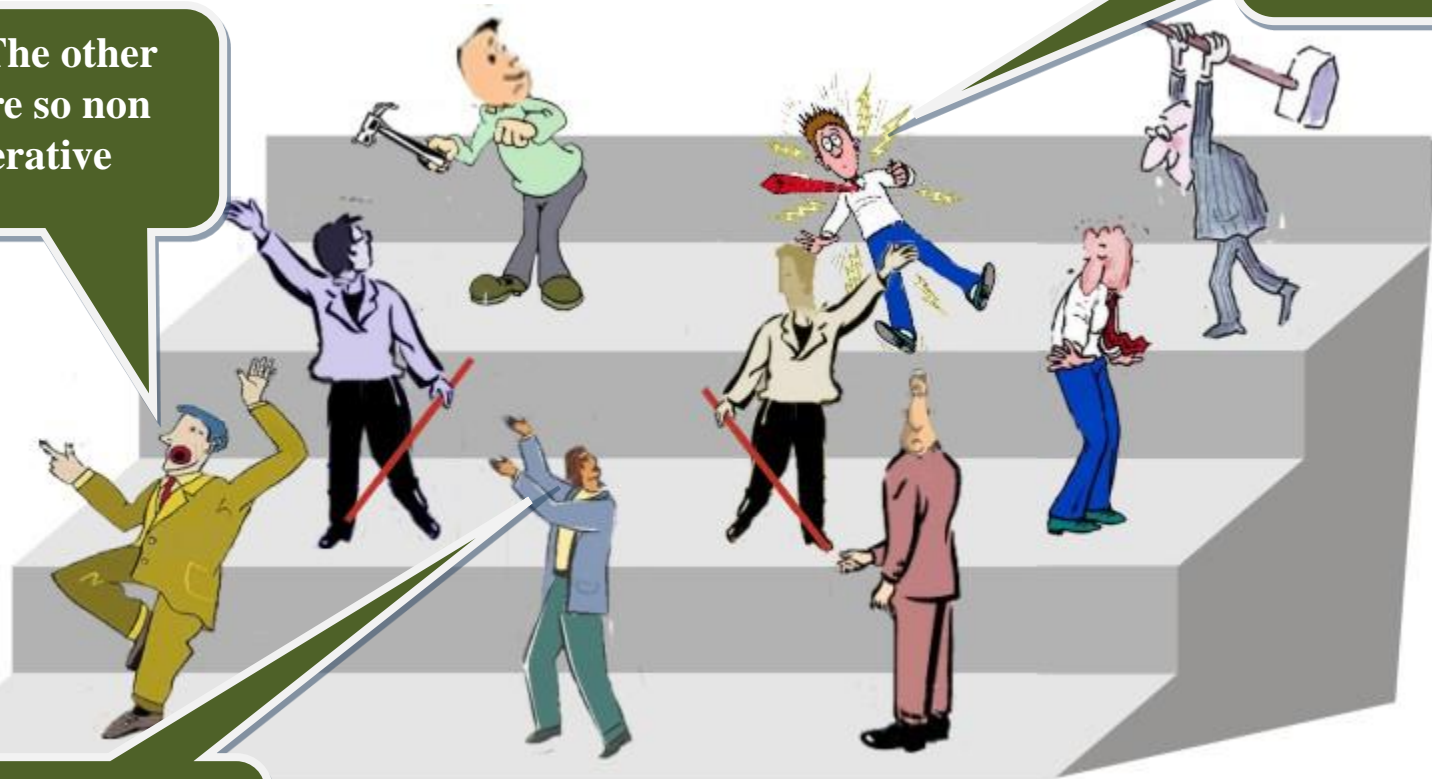
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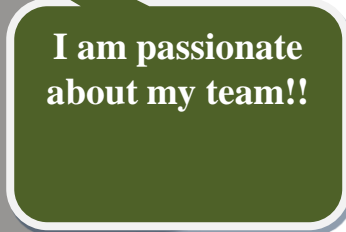
Let's find you a solution that will get you from this ...

Well!! The other team are so non cooperative

Damn!! Am so confused....I don't know what's going on amongst all the teams

I am so frustrated with my managers and all the teams!!





Summary Findings from Conversations with HR

Collaboration

- Results are highly dependent on cross-functions, however, there are many communication lags because of which work suffers.
- Need to be able to see team members as important people who are emotional creatures.

Managing People

- Attention isn't on people. The same kind of work is given repeatedly. People's levels of interest in the work dips. The focus needs to be on engaging people
- Often delegation isn't done properly. Tasks are handed over without any proper support or handholding.

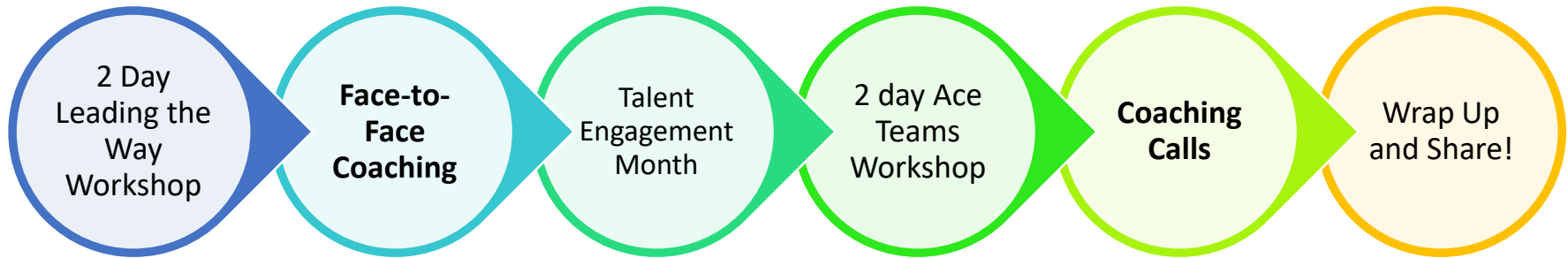
Communication

- During high stress situations, people are not able to communicate properly.
- There is a lack of consistency in the way people come across to different people.

Time Management

- There is a lot of stress and struggle with deadlines. The implication is that there is further negative impact on collaboration.

Leadership Journey – L3-L5



Leading the Way

The focus of the workshop will be on leading to create culture change. The participant will be exposed to leading with the big picture in mind.

Coaching

Participants will meet consultants. These sessions will allow the coach & the executive to delve deeper into the areas of development.

Talent Engagement

The participant will identify one card and implement its objectives in the workplace and meetings and make a video of one such meeting and send it to the consultant who will then give feedback

Ace Teams

In these 2 days, we will deliver the workshop, which is made based on the objectives of teams and customer Euphoria for managers.

Coaching

Participants will get on scheduled coaching calls with consultants. These sessions will allow the coach & the executive to delve deeper into the areas of developments.

JUICE

A wrap up workshop for all the participants from L1 – L5, to spend the day sharing learnings and playing collaboratively.

Day 1 & 2



Day 25 & 26



Day 30-60



Day 65 & 66



Day 80 & 81



Day 90

Overall Outcomes: L3-L5



Think

- “I can create a culture shift in the company that is supportive of a collaborative workspace.”
- “I need to be able to look at processes holistically to make an impact in the company’s culture.”
- “As a leader, I must take decisions based on a birds-eye view of any situation.”



Feel

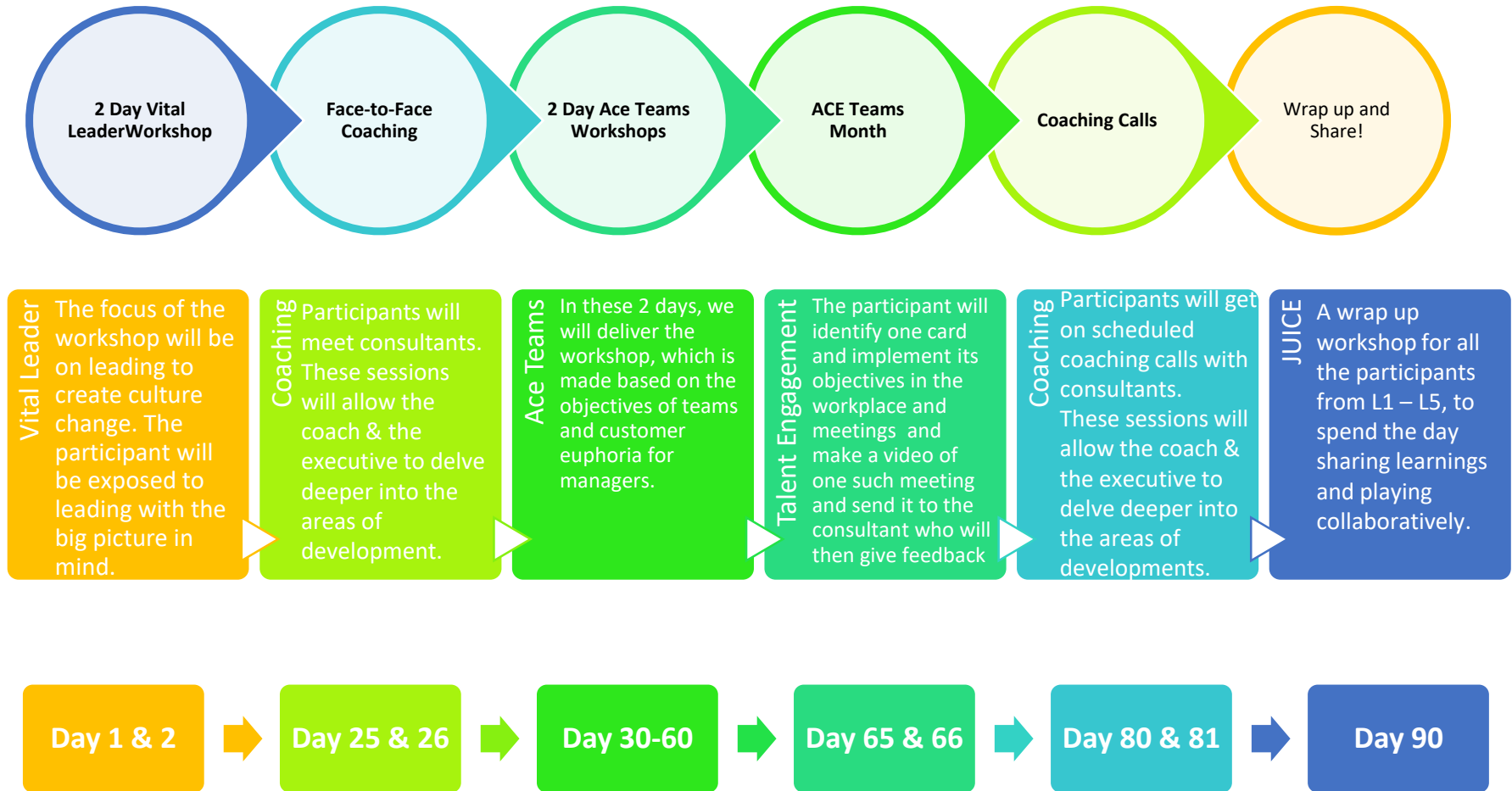
- Enthusiastic about coaching and mentoring my team members to keep them engaged.
- Ready to create a culture of collaboration and cross-functional engagements.
- Willing to explore different leadership styles for different situations.



Be more able to

- Look at the bigger picture while making decisions or reacting to various situations.
- Motivate teams to align themselves across functions.
- Lead with a complete understanding of the 7i model.
- Recognize and acknowledge people wholeheartedly

Leadership Journey – L1 & L2



Overall Objectives: L1 and L2



Think

- “To grow in my career I must practice working across functions in all aspects of work.”
- “A core leadership quality is to be able to look at processes holistically while simultaneously engaging with those I work with at the micro level.”
- “I need to engage all my stakeholders because I can only grow as an individual if I help the collective grow.”



Feel

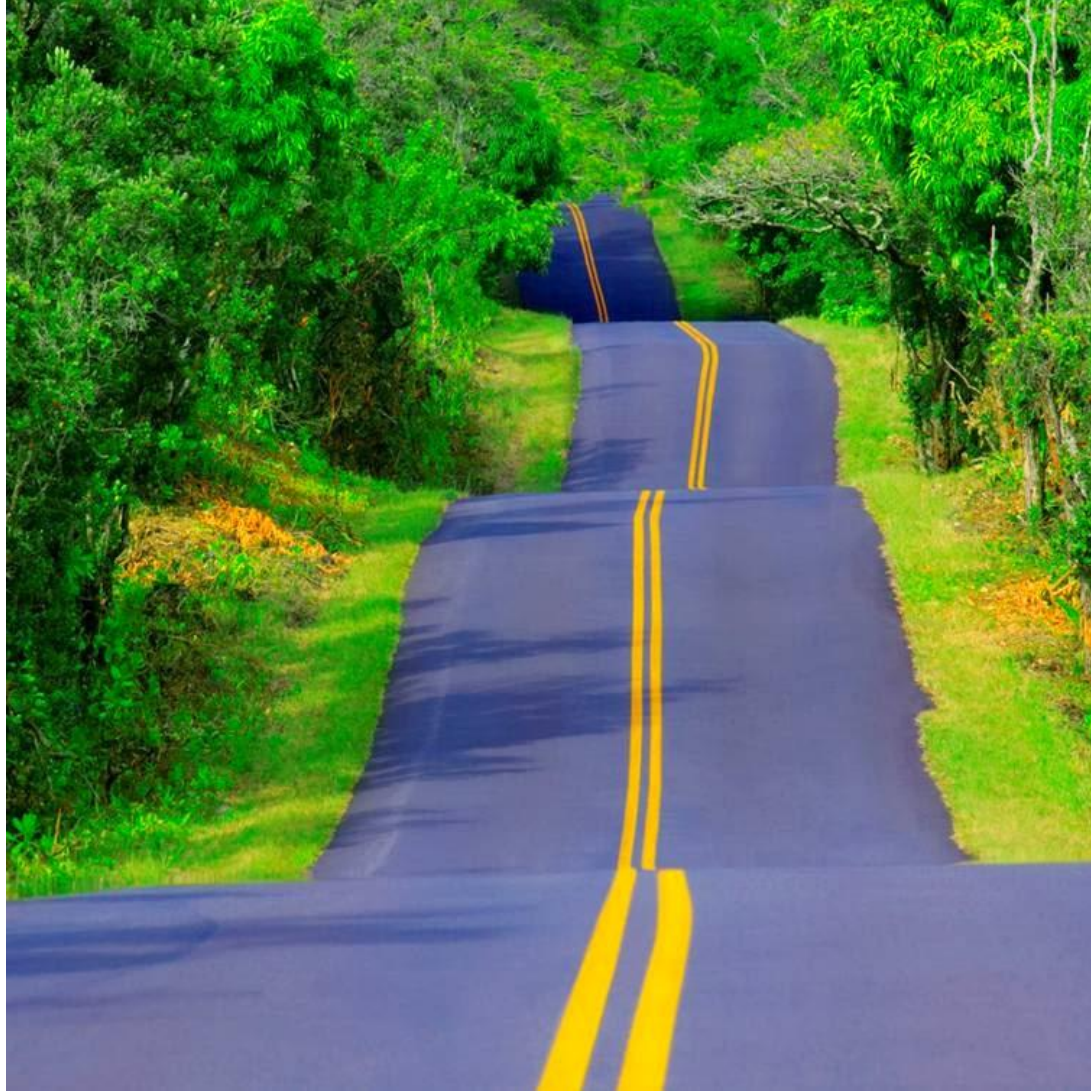
- Excited about the possibilities that collaboration can pen up in terms of long term aspirations.
- Ready to take more ownership of processes and deliverables beyond immediate spheres of influence.
- Willing to make others shine instead of playing the blame game.



Be more able to

- Recognize and acknowledge people wholeheartedly.
- Build bridges with the other teams and find synergies.
- Reciprocate to the needs of other teams to live a culture of collaboration

Details of Workshops



Vital Leader— The Journey



What is the need for the Vital Leader Workshop?

From the HR

There needs to be a culture shift in the way we work right now. Everyone is existing in silos.

Should be able to accept members of their teams as emotional, thinking creatures who need to be acknowledged and appreciated.

Adopt a LEAN way of working.

From Target Participants

We are never ahead of time.
We are always running behind our plans.

We are working with very diverse groups and there are multiple stakeholders. It is challenging to handle it all.

Our Inferences

The focus of the senior leadership should be wide. It needs to be beyond the micro-managerial level.

It is this level of leaders that ought to bring about a culture shift in terms of creating a collaborative space, being able to see the process as one rather than isolated units.

The 7-i Methodology to Leading for Culture Change

INITIATE

- TAKE RISKS
- ADD VALUE
- INSTIGATE DIRECT ACTION
- ACCEPT RESPONSIBILITY

INVOLVE

- ENGAGE
- EMPOWER
- COACH
- IDENTIFY STAKEHOLDERS

2 Foundation
Elements of
Leadership



5 Capabilities
of Leadership

IMPLEMENT

- MODEL BEHAVIOUR
- BE ACTION-MINDED
- SEEK FEEDBACK
- PERSIST

INSIGHT

- SELF AWARENESS
- UNDERSTANDING OTHERS
- SEEING THE SITUATION WITH CLARITY

INSPIRE

- HAVE VISION
- COMMUNICATE
- USE PASSION
- ENGENDER TRUST

INDIVIDUALITY

- BEING YOURSELF
- DISTINCTIVE STYLE
- DRIVEN BY PERSONAL VALUES

IMPROVISE

- USE CREATIVITY
- VALUE PLAY
- RESPOND FLEXIBLY
- BE PRESENT

Vital Leader: Expected Outcomes

Think

- “Interdepartmental communication is essential to meet deadlines.”
- “I must spend time with my team and motivate them”
- “I must increase my risk appetite to come out of my comfort zone.”

Feel

- Energized to make a difference.
- Aware and ready about change.
- Excited about new opportunities.
- Responsible for the growth of my people.

Be more able to

- Take ownership of any new situation that comes up so that I can spot and act on opportunities.
- Empathise with other departments.
- Go beyond what is expected of me – unleash my potential.

Design of the workshop- Day 1

Session	Session details	Methodology	Outcome
Hello!	Quick facilitator & MLA intro followed by loosening exercises. Tight circles, Columbian hypnosis	Actor prep exercises	Building rapport, space for safe sharing
Brief encounters	Building a dynamic learning environment by asking a series of questions leading to introspection	Group exercise	Energized to make a difference
Context Setting	Why we are here? Clarity on learning objectives Purpose – Leading through change. Principles – the responsibility is yours. What it takes – INSIGHT, INTIATE, INVOLVE, INSPIRE & IMPROVISE.	Facilitator led discussion	Clarity on the workshop
Tea Break			
INSIGHT SELF - Business Transformation Scenes	Assessment of current business situation, viewed from a creative perspective of each participant. A chance for each person to tackle a tricky situation in the business and change it. Each participant gets support from the fellow participants for the change.	An Inspiring group exercise.	Aware & ready for the change Excited about the new opportunities
INSIGHT OTHERS – Seeing the potential	Leading by looking at the invisibles in a person. Looking beyond our perceptions & judgments about people to find their real potential and then helping them develop that. Napoleon slide.	Facilitator led exercise. Participant work.	Responsible for growth of my people
Lunch			
Getting ready	Leaders work in groups to define INTIATE, INVOLVE, INSPIRE & IMPROVISE. They create actionable behaviors around each and work on creating theatre.		Theatre prep
Tea Break			
INITIATE	Theatre from INITIATE Team. What stops us from initiating? Victim Vs Observers Vs Chooser - The pillow fight	From theatre, Discussion & Psychodrama	Take ownership and be flexible to change.– look at the opportunities coming my way
Homework	Overnight homework on inspiration		

Design of the workshop- Day 1

Session	Session details	Methodology	Outcome
INVOLVE	Involve group performs theatre, forum theatre happens afterward. Coaching skills. Working on people.	Theatre, Forum discussion, Group exercises	Interdepartmental communication is essential to meet deadlines. Empathetic towards other departments.
INVOLVE -	Constant communication without emotional vomiting. Creating permissive encouragement. Feedback is a gift	Group exercise 1-100	Spend time with my team and motivate them
Tea Break			
IMPROVISE	Involve group performs theatre, forum theatre happens afterward.	Theatre, Forum discussion, Group exercises	I need to take ownership and be flexible to change
IMPROVISE – Creative collaboration	Learning what it takes to create an environment where people feel involved. The rules of creative collaboration with team members.	Improv theatre followed by real life application	I need to take ownership and be flexible to change
Lunch			
INSPIRE	Involve group performs theatre, forum theatre happens afterward.	Theatre, Forum discussion, Group exercises	Go beyond what is expected of me – unleash my potential
INSPIRE - Inspirational Pieces What inspires Me?	Participants present a 2-3 min inspirational piece i.e. song, poem, prose, speech from a play etc. (asked to come prepared). They need to choose a piece they find inspiring.	Coaching in creative partnership	Increase my risk appetite to come out of my comfort zone
Tea Break			
Inspirational pieces continued.	Participant performances and insightful individual feedback	Coaching in creative partnership	Increase my risk appetite to come out of my comfort zone
Action planning & commitment videos	Participants create their own commitment videos and finalize their “Stop Start Continue”	Goal setting	

DELIVERY

Information

A today workshop with upto 15 participants per MaynardLeigh consultant.

Style

This will be a totally interactive learning experience. We believe people learn by doing, so there will be many opportunities to express, play, act, debate, explore & experience.

We also believe learning should be fun, so the experience is meant to be enjoyable as well as instructive. Most of all, it is intended to be of practical use; thus we will continually relate the learning back to real-live issues in the workplace, and ensure that the skills can be directly applied to the business.

Methodology

Interactive theatrical exercises. Experiential exercises. Participant led discussions. Practice. Coaching.

Supported by

Handouts & study material designed specifically for the modules being covered in the workshop and our booklet “ACE Teams” on creating STAR performance in Teams



ACE Teams



What is the need for the Ace Teams Workshop?

From the HR

There is a culture of blaming the others. Productivity is falling because there are too many gaps in communication and processes.

PeOple are not seeing each other as emotional creatures. They need to be aligned with each other at a very human level.

From Participants

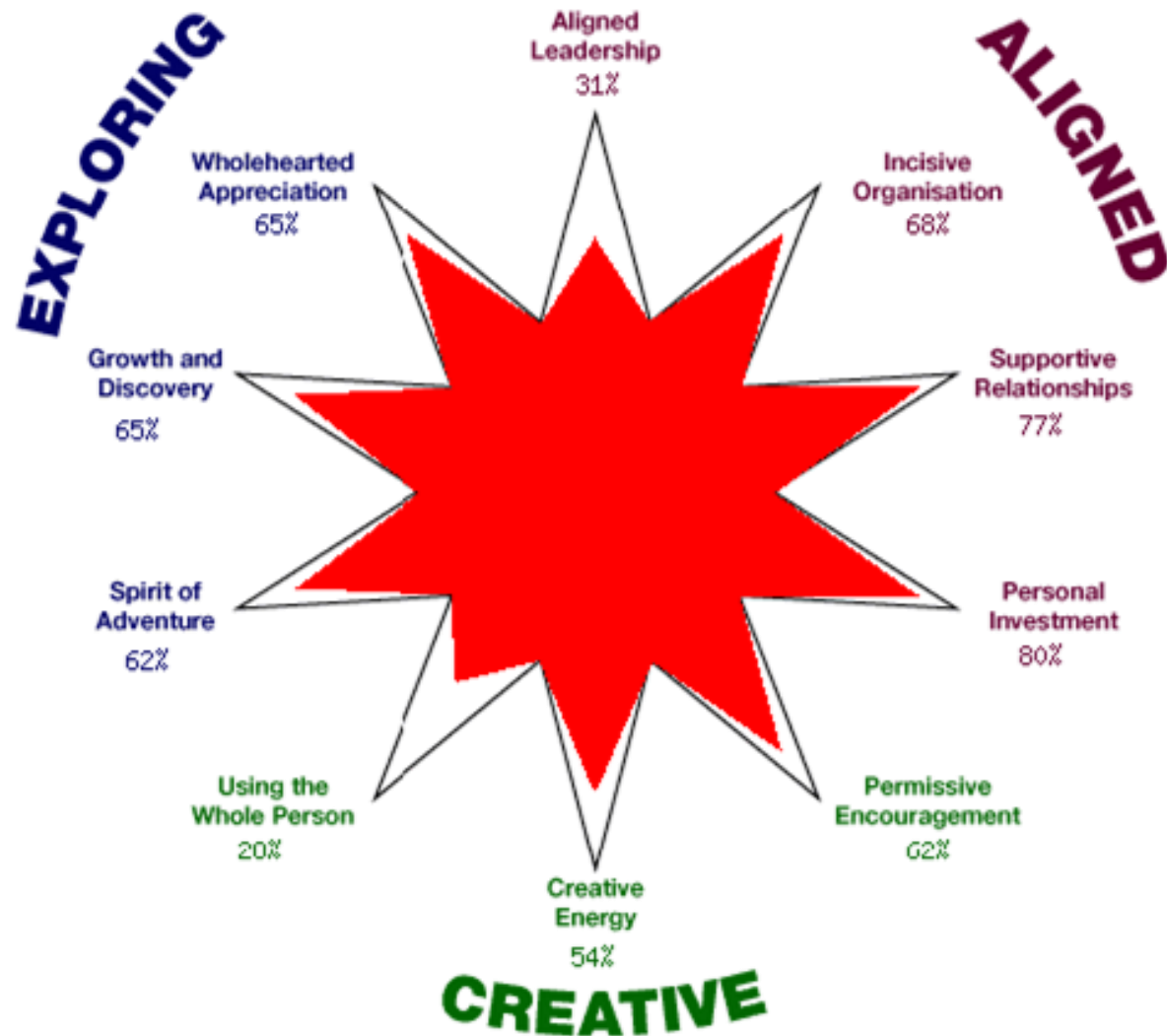
The other team just does not understand our constraints, especially with regards to time.

Everyone guards their priorities fiercely.

Our Inferences

Teams need to be able to feel aligned to be able to create together and explore the possibilities that lie in collaboration.\

ACE: Aligned, Creative & Exploring



Ace Teams: Expected Outcomes

Think

- I can produce better results by collaboration and seeking assistance/ expertise
- I need to up my game to be able to take the team to greater heights.
- I don't need to get aggressive to make my point
- The other teams are my clients too.

Feel

- Be more able to be action and objective oriented.
- Be more able to give and receive feedback productively.
- Use my emotional intelligence to deal with team members and cross functional members.

Be more able to

- Bonded to work & collaborate in a more exciting way
- More settled and resourceful because of the teams
- Feel energetic and passionate
- Feel like getting the best out of the team.

Design of the workshop: ACE Teams

Session	Session Details	Methodology	Outcomes
Warm up	A theatrical warm up to help participants be comfortable with themselves and with each-other.	Theatrical warm up	Overcoming inhibitions, Allowing each other to play
Crazy Act	Theatrical Game – To use humor and drama in bringing an energetic start to the workshop. We use their names at the party mingling to name characters in a story.	Theatre Game	- To be able to have a spirit of fun and Play - Building spontaneity
Brief Encounters	A series of questions are asked which participants share the answer in pairs of 2. An “informal looking” discussion to touch upon the aspects of the workshop.	Group Activity	- Emotional Expression
Team Metaphor	Teams draw a picture of “What’s happening in the team currently”	Group Activity	-Identifying the areas of development together as a team
Learning to handle relationships. Understanding how others communicate and learning to listen	<ul style="list-style-type: none"> • Building Rapport & Mirroring. • The most important words to use. • Understanding social styles • Listening 	•Theatrical Exercises	Exercise and discussion
Rules of Collaboration- Make others Succeed	An experiential game, allowing participants to truly accept each other	Game	Collaboration- Accept different views Permission to fail
Rules of Collaboration- Building Empathy	Functional teams anticipate what other team’s challenges are and present it creatively	Improv Theatre	Build empathy for the cross-functional teams
Rules of Collaboration- Giving attention to others	Team Celebration- Each member creates an acknowledgement for a team/Team Member. A slightly emotional activity.	Theatrical Exercise	Formal Celebration Recognition Sharing

Design of the workshop: ACE Teams

Session	Session Details	Methodology	Addressing Need
Vision to customer	Realization of what it takes to be customer focused as a team	Facilitator Led	Being Proactive to customer needs
Vision of the team 4 service pillars	Together the team comes up with a Vision Statement for themselves. This is backed up by 4 service pillars.	Group Activity	Having a shared vision Working together Team Building
Blood Test on Service Pillars	Outdoor Game – on identifying how the team stacks up against each service pillar identified by them. Post this, teams (group of 5) prepares a presentation on each Pillar.	Game	Being aware of their leadership style Awareness on how patterns are formed and how it impacts their work.
Pillar 1: Giving Feedback (Probable)	6 Minutes Presentation + Psychodrama on actual scenarios-rehearsal of how they could give feedback	Psychodrama	Giving and Receiving developmental feedback Taking care of relations
Pillar 2: Trust (Probable)	6 Minutes Presentation + Psychodrama on actual scenarios-rehearsal of how Trust could be build	Psychodrama	Building trust
Pillar 3: Customer Orientation (Probable)	6 Minutes Presentation + Psychodrama on actual scenarios-rehearsal of how they could be customer focussed	Psycho drama	Being Proactive to customer needs; Going out of the way to create delight
Final trust contract	Team sign on behaviors that they will live and demonstrate together	Group Activity	Summarizing the learning

Design of the workshop: ACE Teams

Pillar 4: Ownership and flexibility (Probable)	Victim V/S Chooser- Thinking positively, like a creator. One can control how he thinks about and perceive changes!	Methodology	Opposition and Challenges, Being unconventional at times Innovate
Monkey on our backs	<p>Teams will be competing with each other. Job is to replicate the model that has been kept in the cupboard in 15 minutes.</p> <p>Powerful way to uncover that we live in assumptions and our subjective reality may be guided by our perceptions. A total shake up experience for participants.</p>	Game	<p>Resources VS resourcefulness Establishing trust. All are potential Allies</p>

DELIVERY

Information

1-2 days. Upto 25 participants per MaynardLeigh consultant.

Style

This will be a totally interactive learning experience. We believe people learn by doing, so there will be many opportunities to express, play, act, debate, explore & experience.

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Methodology

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Leading your team



What is the need for the Leading your Team Workshop?

From the HR

There is a lack of ownership in the way in which delegation is currently happening.

With so many tasks to be done, they need to learn how to prioritize and manage their time well.

From Participants

I am not able to tell people

To do their jobs because a lot of them are much older than me.

Time is the biggest constraint in our industry.

Our Inferences

The entire workshop will be on the idea of creating ownership for their roles as leaders and everything that comes with it.

This will be workshop to ready the participants to lead and manage – the multitasking, thinking big, and building trust.

Leading your Team: Expected Outcomes

Think

- ““I will actively seek and share feedback for continuous improvement.”
- “I must build trust amongst my team and all my stakeholders.”
- “I cannot have an ‘I’ approach, only with a ‘we’ approach can we succeed.”

Feel

- **Empowered** to take risks.
- **Driven** to stretch his/her own and the team’s limits to discover hidden talents and abilities.
- **Enthusiastic** about learning and constantly digging deeper.

Be more able to

- Be more able to take decisions with the big picture in mind.
- Be more able to be action and objective oriented.
- Be more able to give and receive feedback productively.

Workshop Design: Leading the Way

Session	Session details	Methodology	Outcomes
Introduction	<ul style="list-style-type: none"> • Welcome and context setting • Maynardleigh & participant Introductions • Permissive Encouragement – Play & Express yourself 	Theatrical warm ups Experiential Context setting	Challenged to experiment Responsible for the growth and development of myself and my people
Leadership Journey	<ul style="list-style-type: none"> • Participants story tell where they were able to recognize leadership in themselves. • Recognizing the values & strengths that I bring as a leader 	Participant stories Facilitator insights	Engaged- I own my career.
Inner cast of characters	<ul style="list-style-type: none"> • The cuts story of our life – our limiting conversations. • Identifying our sub personalities & patterns of leadership • Leadership is about reclaiming lost personalities & using all the colors available to us purposefully 	Experiential activity Group insight	Change is good, my attitude towards a situation/change determines the output, not the change itself.” Take risks and experiment.
Choices – Victim? Observer? Or Chooser?	<ul style="list-style-type: none"> • Being a chooser NOT a victim—playing the different victim & chooser responses that transpire when challenges occur and stop us from initiating action. • Participants devise on-the-job vital initiatives that will add value to their organisation 	Psychodrama & participant led exercise	“I need to constantly innovate, to take myself and SRF to the next level”
Leadership DNA	<ul style="list-style-type: none"> • An activity to see how we lead in changing circumstances & challenging situations. Do we look to engage & energize? Do we coach & develop? Or does it all take the sidelines when deadlines and challenges approach? (Looks deceptively simple but tests the water very easily !!) 	Highly engaging team activity. Interactive, relevant and impactful facilitator insights	“My work should be one level above and not 2 levels below” Collaborate- interact more cross-functionally
Care communication	<ul style="list-style-type: none"> • Introduction to the concept of - The balance between caring for results, relationships & quality. 	Facilitator led presentation along with group activity.	“My communication can help create results and relations within my team.”
Feedback	<ul style="list-style-type: none"> • Just say one – The 1 to 100 feedback game • Feedback rules – The balls in a basket routine • Feedback formula 		

Workshop Design: Leading the Way

Session	Session details	Methodology	Competency/Objective targeted
People centered leadership	<ul style="list-style-type: none"> •Using Situational Leadership to recognize whom to involve from within the team. •Coaching for Motivation-The Quick Coach - Ten goals to Lead 	Practical exercises Trainer led presentation. Interactive exercise.	I feel responsible for the growth and development of myself and my people.
Understanding Motivation	<ul style="list-style-type: none"> • What is motivation or demotivation? Understanding the concept of Peak performance. Aligning people’s personal goals. 10 goals to lead 	Dramatic presentation of a philosophy.	
Coaching for motivation	<ul style="list-style-type: none"> • Coaching as a skill. Advise vs. coach • Asking the right questions 	Participant exercises. Coaching video	
Guiding	<ul style="list-style-type: none"> • The 5 steps of training / developing / guiding 	Interactive role play between participants & facilitator	Develop & delegate effectively to create time for more strategic operations
Delegation	<ul style="list-style-type: none"> • The time work-out – what would I do with one free hour a day? • The circles of delegation 	Participant exercise	
VIDI Cards Exercise	Introducing the VIDI philosophy & the Vidi cards. An experiential game to help managers support their people to feel valued, involved, developed and inspired	Facilitator presentation.	Responsible for the growth and development of myself and my people.
Leading through change - The leader that improvises	<ul style="list-style-type: none"> • Using improv theatre to learn the rules of creative collaboration. • Taking risks & stretching ourselves • Applying accept & build to brainstorming 	Improv theatre. Brainstorming	“I need to constantly innovate, to take myself and SRF to the next level” Take risks and experiment. Collaborate- interact more cross-functionally
Push Pull Support	<ul style="list-style-type: none"> • Communicating with Inspiration • Practicing inspirational communication • Push Pull Support • The Trust Formula 	Participant presentations Using objects of Inspiration	Communicate using facts with people above and below
The final scene	<ul style="list-style-type: none"> •Each person has 60 minutes to implement as much as they can of their plan. They need to make as much progress as possible in the time allowed 	Participant led real life implementation. Action planning, goal setting, &	Responsible for the growth and development of myself and my people.

Delivery

Information

2 days with upto 15 participants per MaynardLeigh consultant.

Style

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What is the need for Individual Coaching?

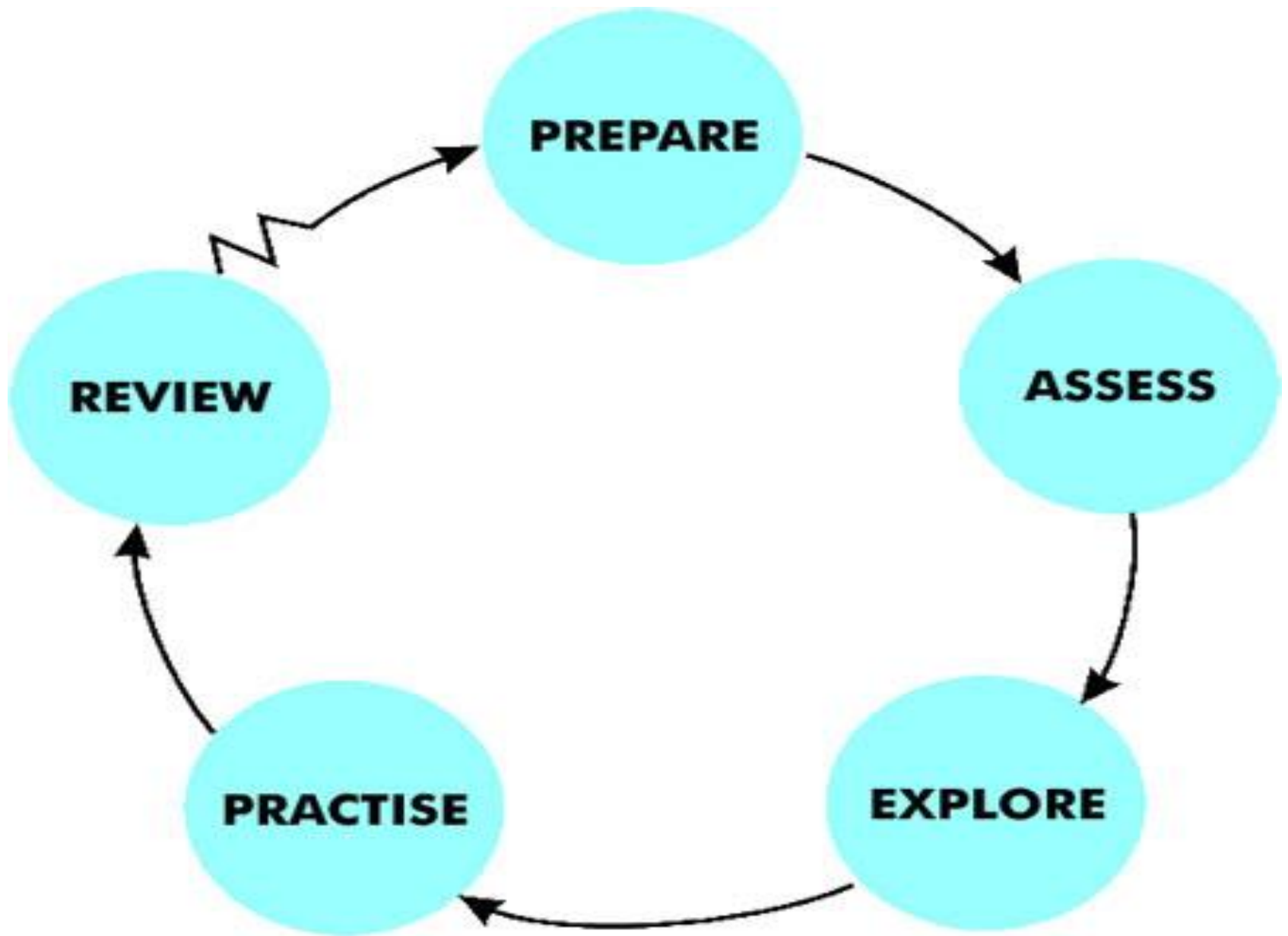
From the HR

Take ownership of their learnings.

There need to be actionable behaviours that are identified and followed up.

Our Inferences

Handholding through a journey will be essential to actually anchor the learnings and follow up on actionable behaviours in everyday work-life attached to these learnings.



Individual Coaching



Coaching Calls

We suggest executive **coaching calls for each participant for 45 Minutes each.** Maynard Leigh coaches possess particular skills in creating a safe place in which to practise new ways of thinking and behaving.

The Maynard Leigh **performance coaching** experience resembles the **relationship between a theatre or film director and an actor**. The director's job in rehearsal is to unlock the actor's potential in order to deliver outstanding performance. They do this in many ways using **insightful feedback**, suggesting **exercises**, **encouraging experimentation** and working in a **creative partnership**. This is why actors will always expect to **get up on their feet and try things out** in the rehearsal stage of a production

These sessions will allow the coach & the executive to delve deeper into the area of development and as the sessions progress they will be better suited to practise the learning and revisit what worked & what could be better . **Coaching makes a huge impact.**





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We look forward to working with you.