

# IN IT TOGETHER



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## Your need as we understand

### Situation

The Max Life Insurance team managing the Axis Bank channel has 37-38 able & ambitious Regional & Zonal leaders spread across key markets. Max Life Insurance's Axis Bank Channel contributes 60% to overall revenue of the company, currently INR 1,600 Cr. The leadership at Max Life Insurance has set a stretched goal to grow the business to INR 2,000 – 2,400 Cr. The leaders are equipped/ competent in their mind frame for the envisaged growth however, growing competition & new market regulations might be effecting their confidence in their ability to achieve them.

### Problem

The leaders are highly motivated, engaged and focussed to achieve the targets however, they need to:

- Align on the stretched goals and be open to work in an environment with a lot of challenges
- Learn to handle ambiguities owing to the constant changes in the market.

### Opportunity

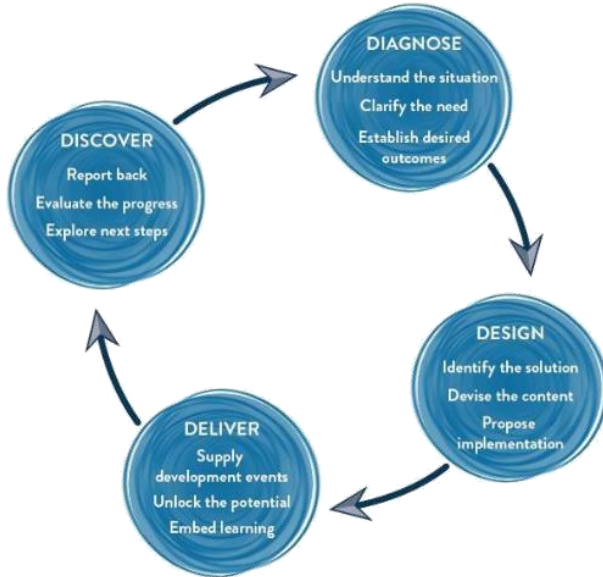
This intervention is an opportunity for the leaders to prepare for the stretched goals and also work through the possibilities of any self doubt and apprehensions. They need to believe in themselves to achieve the business plan.

### Need

Maynard Leigh is required to create a shake up-wake up experience for the leaders which would be a game changer and would take their performance to the next level. This two day intervention will focus on creating alignment within the team members around the stretched business plan and also build their ability to handle ambiguities.



# 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



## Our Approach: Diagnosis

We would like to spend one day meeting the target audience, HR and Business stakeholder and gain further insights on the mandate.

From the HR:

- Organization/ department structure
- Insights on the target audience
- Deeper probing into the mandate

From the Participants:

- Their thoughts and feelings around the stretched targets
- Understanding their perspective on the impact of external market on stretched goals
- Currently what is it they need to work upon as a team to be prepared for the business plan
- Their expectations from the workshop
- Gathering anecdotes and examples on each situation

From the business stakeholder:

- Insight into challenges the participants might face
- More examples on the current state of the participants
- Anticipated apprehensions from the target audience
- As a leader, what would he like to see more of?





## Our Approach: Design



Design Customization: For this intervention, we will customize the design at 2 levels:

- Report is generated which would reflect the outputs from Diagnosis (The identity of the participants would be confidential)
- 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.

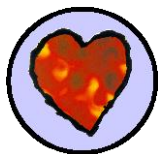


## Tentative Learning outcomes of the workshop, post the workshop participants will:



### Think

- I need to believe in myself to contribute to the bigger picture
- I will work with a mind that is open to the possibility of change and challenges
- I have tools to navigate ambiguities in the business
- We need to work together towards stretched business plan



### Feel:

- **Aligned** with the business plan
- **Confident** in tackling ambiguities
- **Enthusiastic** to achieve stretched goals



### Be more able to:

- Manage ambiguities more effectively
- Act like choosers during challenging situations
- Accept the environmental changes and work with them
- Align with each other and work towards the long term goals
- Identify and engage with the different internal characters that help / hinder in managing change effectively



## Tentative workshop design Day 1, 36 participants with 2 consultants

Narrative	Session	Session details	Methodology
We begin the day by bringing the entire group present to themselves and each other.	Warm up through opposite instructions	Opposite Instructions is an “brain blitz” activity where the facilitator calls out a set of instructions and the corresponding actions are different for each. Eg: walk might mean stop	Body - mind improv warm up
This warm up brings to light the frustrations & challenges of a continually changing environment	Setting the context	We set the context based on moments when we adapt to change & moments we aren't able to	Facilitator's introduction: setting the scene
An experience that puts participants in the middle of change and has them respond to it in the moment	The Neutral Bench	<ul style="list-style-type: none"><li>• A simulation where the situation and the nature of change is handed to you by an external agency</li><li>• Changes come constantly and are of an unpredictable nature</li></ul>	Improv Theatre
To be more aware of inner dialogues around change and ambiguities	Internal Dialogues	<ul style="list-style-type: none"><li>• Become aware of the internal dialogues that take place when one is faced with stimulus to change</li><li>• Becoming aware of the difference between victim and chooser attitudes to change</li></ul>	Role based coaching
Bringing attention to the various internal characters we all possess. Adaptability to change and challenges is about shifting to “chooser” characters	Victims / choosers	The facilitator plays out the internal drama between our inherent victim & chooser characters. The members then review situations where they have been playing victims & plan actions on how to switch to chooser mode	Philosophy based understanding of attitudes, psychodrama





## Tentative workshop design Day 1 continued

Narrative	Session	Session details	Methodology
Identifying entry points to how we create change. Starting conversations around the emotions around external environment and what leads us to change	Personal Stories	Sharing with the larger group around the following: <ul style="list-style-type: none"><li>• One change you resisted / did not make</li><li>• One change you became aware you had to make and were able to create</li></ul>	Narrative Coaching in groups
To get deeply in touch with how we ourselves get in our own way and to figure out which parts of self need to be more active in times of challenging environment	Inner Cast Of Characters	<ul style="list-style-type: none"><li>• We will identify the inner roles that help us embrace ambiguities effectively</li><li>• We will also identify inner roles that hinder us from embracing and managing ambiguities effectively</li></ul>	Experiential Coaching
This will create a crucial link to the work to be done in the next session	Home work & Closing	The homework post this session will be to find an object that represents the main roadblock they face when it comes to accepting or acting upon the new business plan	Self Work



# Tentative workshop design Day 2, 36 participants with 2 consultants

Narrative	Session	Session details	Methodology
Participants get to share with the group their unique individual challenge	Roadblocks Presentation	<ul style="list-style-type: none"> <li>Participants will share the objects that represent their roadblocks</li> </ul>	Physicalisation of problem statement
Zooming in to moments of blockage and resistance and to see how we can relook at the way we perceive the new business plan and ambiguities in order to build resilience for the future	Thoughts and feelings journaling	<p>Participants deep dive in to the moments where change has not happened and write down the ABCD:</p> <ul style="list-style-type: none"> <li>A is the trigger</li> <li>B is the thoughts</li> <li>C feelings</li> <li>D action</li> </ul>	Cognitive Behavioral Theory
We take a leap closer to our desired realities within the organization / team context and see how we can reach these desired states together	<p>Transformation scenes representing desired state</p> <ul style="list-style-type: none"> <li>Moving from current to desired</li> </ul>	<ul style="list-style-type: none"> <li>Creating current and desired states in the work place</li> <li>In this process we place the roadblocks in the middle</li> <li>And then create individual coaching solutions for each participant on how to traverse the distance between current and desired and how to tackle the roadblock</li> </ul>	<ul style="list-style-type: none"> <li>Psychodrama</li> <li>Gestalt Approach</li> <li>Yes and-ing</li> </ul>
Deep diving in to what are the emotional variations change brings alongside itself; how can we as leaders learn to work with these	<p>Rationalizing Reality</p> <ul style="list-style-type: none"> <li>Identifying Entry Points</li> <li>Expanding Entry points</li> <li>Acknowledging fears</li> </ul>	Rationalizing the realities, creating maps of the various entry points for change and also creating lists of all the types of fears that may attack us (fear of failure, fear of success, fear of disapproval, fear of commitment)	Cognitive Behavioral Theory
Really bringing in the learning from the day in to the “real world” VUCA challenges and make links with day – day challenges faced	VUCA world	Connecting their challenges to the larger frame-work and demystifying the complexities (volatile, uncertain, complex and ambiguous) different types of changes bring along with them and further creating strategies based on the VUCA model	Facilitator shares toolkit



## Tentative workshop design Day 2 continued

Narrative	Session	Session details	Methodology
Being able to express perceptions around organizational changes and business plan	Change Presentations	Diving into how participants perceive change at the organizational level. What is the usage of language tell us about their attitude?	NLP based
Awareness and alignment on the 'why' of stretched goals Individual coaching on being able to communicate the "why"	The 'Why' of change	The how and what needs to change often keeps shifting. But the clarity and buy in for why we are changing leads to managing ambiguities	Coach shares a philosophy Group brainstorm on big pictures
Being able to help self and others look at the bigger picture	Envisioning the Future	Sharpening their ability to understand the impact of business plan and its role in shaping the future of the organization. Being able to re design their piece of communication around change.	Visualization
Communicate the "why" instead of the "what" and "how" to create an agile culture	Golden Circle Presentations	Practicing and getting coached on the ability to communicate the "why" to the stakeholders	Individual Presentations Coaching
It is now time to plug all this back to the workspace & build on the key shifts needed	Team behaviors action planning	The group will create its own list of functional behaviours that it will operate by on a daily basis	Group work



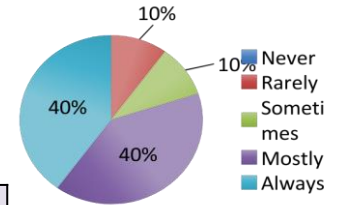
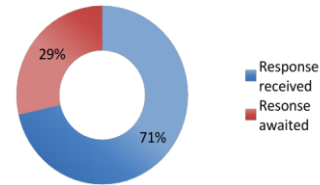
# Ways to Sustain the Change



## TRUST contract

The “TRUST Contract”: The team at MLA will ensure that the behaviours the team agrees to adhere to at the end of the event are captured in a ‘TRUST Contract’. This contract will be provided as a soft copy that may be printed as a poster in A3 size.

## Dipstick Survey



Post this, 3 months later The team at MLA can also design a “dipstick” survey based on the contract so the team can check how they are doing on the behaviours and a final report will be generated.

Question 1:	Do you talk 'to' people, not 'about' people?
Rating	Response
Never	0
Rarely	1
Sometimes	1
Mostly	4
Always	4



## Ways to Sustain the Change



The participants meet again for a day to discuss, practise, share & rehearse with each other in the areas that they found difficult to implement while working on their goals.

They also share the success stories on what worked for them. We ask participants to put challenging situations on chits and drop them in a fish bowl to ensure anonymity. We pick one scenario after another and the facilitator creates an active learning space to simulate, practice and rehearse ways to overcome challenges.



## Discover



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



## Program Timelines

Activity	Date, Day
Diagnosis interviews (One day)	15 <sup>th</sup> March, Thursday
Design ( internal)	16 <sup>th</sup> March, Friday
Design submission ( Maxlife)	23 <sup>rd</sup> March, Friday
Design Presentation	26 <sup>th</sup> or 27 <sup>th</sup> March, Monday or Tuesday
Workshop (Two days)	16 <sup>th</sup> & 17 <sup>th</sup> April, Monday & Tuesday



## Your Investment

<u>Diagnose &amp; Design (For the whole Intervention) – ONE TIME COST</u>		
One Day Diagnosis	INR 70,000/-	
One day Design ( compiling the diagnosis report, customizing the design)	INR 70,000/-	
<u>Delivery (for 36 participants)</u>		
<u>Activity</u>	<u>Investment</u>	
Professional fee for the delivery of workshop	INR 70,000 per consultant per day X 2 consultant X 2 days	INR 2,80,000/-
Learning material, folders, certificates	INR 300 per participant X 36 participants	INR 10,800/-
Trust contract	INR 3,000/-	INR 3,000/-
Dipstick Survey	INR 500 per participant	Optional
Implementation Day	INR 70,000 per day per consultant	Optional
Cost for Sunday travel		INR 5,000/-
Total Investment for 36 Participants		INR 4,38,800/-
Total investment per participant ( approx.)		INR 12,188/-





## Commercial Terms and Condition

- ❖ 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 2019
- ❖ Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”



## Room Layout



### The Setting



We love alternative ways of setting up a workshop! Creating an atmosphere where the participants feel 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 Venuw

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 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)



## Contact Us

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

For further information please connect with:

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