

Senior Manager Journey



Your need as we understand

Situation

You have a pool of about 150 senior managers (some seasoned senior managers as well), out of which you need to choose about 25 high potentials. These are majorly from the technology group, also some from operations, finance, human resources, research and product. You basically want to build a pipeline for future leaders.

Problem

They need to work on their:

1. executive presence – being a charismatic leader
2. ability to deal with change &
3. decision making

Implication

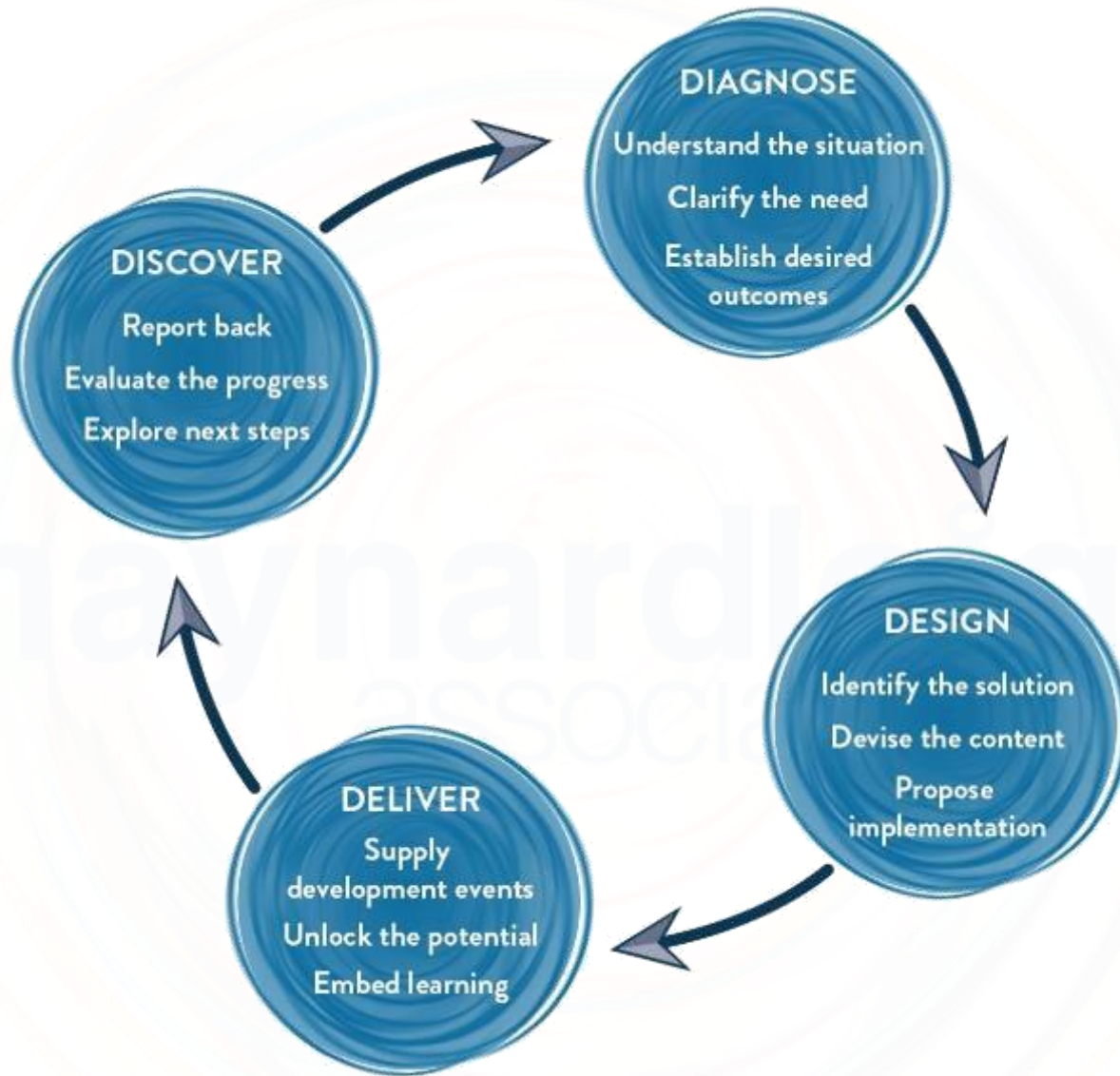
Tenure wise, 60-70% of them have been in the same position on an average of about 6+ years. However, when there is a need for somebody to be promoted to their next level, you don't have a pool to choose from and you have to look outside for hiring for the senior roles.

Need

You'd like Maynardleigh to:

1. Run an assessment center to help choose the high potentials.
2. Group coaching sessions for these high potentials covering : executive presence, manage & deal with change & to work on their ability for decision making.

Our Approach



Methodology

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

Diagnosis



We would like to hear some more examples from Ruchita & Diya around change & decision making for these set of participants (Vivek already has examples for executive presence). This will help us design our assessment questionnaire/simulations.

The assessment center will give us a deep insight into their individual behaviors, their current state. How do they come across, how well are they able to carry themselves, their stature/gravitas, How passionate do they sound, what is their chemistry with people around, What is stopping them to be able to effectively manage & lead the change, Factors affecting their decision making – self awareness, is it the fear of failure, risk taking ability, flexibility etc.

Design



Post the diagnosis, we get into the design phase of the learning intervention.
Here are 3 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 – Group Coaching Sessions. Modules of the sessions are designed, activities are mapped to the examples, new handouts are drafted based on the content.

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

Proposed Journey Overview



Assessment Centre



Assessment Center

**To uncover the top 25 high potential
Senior Managers**

125 Senior Managers
will be divided into
batches of 8.
There will be 16
batches in total.

The assessments would be run in the month of
May.



Each batch will go
through a 135 minute
assessment session which
will be
divided into

**15 Minute Meet &
Greet session**

**120 minute
simulation**

Step1

Step1..continued...

Three MaynardLeigh consultants will assess the nominees on three basic areas:

- **Executive Presence**
- **Decision Making**
- **Change Management**



The assessors will compile their results at the end of the session.



After all 16 batches have gone through the Assessment Center process, MaynardLeigh Consultants will identify 25 High Potential Senior Managers who will embark on a Journey to prepare for leadership roles at Fidelity in the future.

Design of the Assessment Center

Design – (150 minutes, 8 Participants, 3 Maynardleigh Consultants)

Narrative	Session	Session details	Methodology
We're always making an impact around us. Consciously or unconsciously. How aware are we?	Party Mingling 5 minutes	Participants move around having conversations, getting to know each other and having conversations around what is Personal Impact and what it means to them.	Experiential
Consciously making an impact. How do we land on people? What impressions do we leave them with?	Prepared communication 15 minutes.	Participants will get 2 minutes to give a 1 minute introduction to the group – think of it as an elevator pitch. They set the scene, identify the audience & deliver their pitch!	Individual sharing
Are we able to influence outcomes of meetings/discussions. Building rapport with stakeholders will help gain a buy-in. Goal oriented purposeful conversations, agreeing & disagreeing, comfort around sharing own perspectives.	Chemistry –meeting simulations 15 minutes	Two groups of four each get into meeting simulations one by one. While one is in the meeting simulation the other group observes their behaviors. The focus is on: Attention- Focusing attention on the others in the meeting. Interdependence-Working creatively in partnership with others. Rapport-Mirroring and developing sensitivity to others, Developing empathy	Meeting simulations in groups
When we work with people, do we always keep our agenda first? Are we even listening to what the other person has to say? Can we recognise our interdependence and collaborate?	Story spine 10 minutes	An improv activity where participants build a story with no prior discussions. Happens in the moment. They work off of each other and create together. Are they able to comfortably accept and build with each other, or get stuck in their own agendas?	Story building done in pairs
How do we manage or adapt to change, is an imperative part of our existence.	Moving mass 20 minutes	The team needs to take one person from one corner to another corner of the room. There will be progressive handicaps while they do this, like they can't use their hands, the person being taken can't touch the ground, no talking etc. Carries within it elements of communicating the impact of change, valuing different approaches, managing complexity.	Group activity involving body work.
	Feelings Check 5 minutes	A quick check with the participants on how they're doing, their experience so far, how are they feeling, any thoughts, considerations and/or reflections in this process.	
How do we react & behave when we encounter things/situations we are not comfortable with.	Improvisational Theatre 20 minutes	Participants create freeze frames and work together to create one scene versus several individual scenes. Managing the spotlight on us, working with change, attitude towards change, resistance or acceptance.	Experiential group activity

Design – (150 minutes, 8 Participants, 3 Maynardleigh Consultants)

Narrative	Session	Session details	Methodology
While we take decisions which impacts others as well, am I focussing only on my comfort, do I pay attention to others, am I even communicating, paying attention to their verbal/non verbal signals.	Sitting Standing Lying Bending 10 minutes	Team divided into two groups of four each. One set of four people up on stage, one of them standing, one sitting, one lying on the floor and the last one bending. They need to keep changing and any one point of time only one of them could be standing, sitting, lying or bending. We make decisions even we don't make decisions. Constantly impacting our environment. Being present to people around me.	Physical movement exercise
When we have to take decisions in stressful situations, are we present to ourselves & the situation, how do we communicate, do we consider intuition & analysis both, what all do we consider ?	Survival Scenarios (we can also pick up a work scenario) 30 minutes	<u>1.</u> A simulation being created where it's about the survival in extreme conditions. Two groups of 4 each are trying to achieve a certain target . For ex. 4 of you survived a plane crash. You are in a certain place where the day temperature is 25 below zero and the night temperature is 40 below zero. Snow all around, nearest town is 20 miles away. You have about 12 random items like newspapers, cigarette lighter (without fluid), chocolate bars etc. Your task as a group is to list the above 12 items in order of importance for your survival. List the uses for each. You MUST come to an agreement as a group. <u>2.</u> After 10 minutes, we will swap the participants. Based on our observations we will keep all the vocal/extroverts in one group and the introverts/less participative in another group and see how they behave now. <u>3.</u> After another 10 minutes, we swap them again.	Experiential group activity
	Feelings Check 5 minutes	A quick check with the participants on how they're doing, their experience so far, how are they feeling, any thoughts, considerations and/or reflections in this process.	
	Compiling feedback 15 minutes	Participants leave and the three facilitators get together to quickly share and compile their feedback for this group.	

The 'In Session Assessment sheet' is a template for recording observations during a session. It features a grid of 15 competency circles on the left, arranged in 5 rows and 3 columns. The competencies are: CONFIDENCE, PASSION, BEHAVIOUR, INTERDEPENDENCE, ATTENTION ON OTHERS, RAPPORT, COMMUNICATES VISION OF CHANGE IMPACT, REWARDS CHANGE, MANAGES COMPLEXITIES, ADDRESSES CHANGE RESISTANCE, VALUES DIFFERENT APPROACHES, CREATES ENVIRONMENT THAT ENCOURAGES CHANGE, BALANCES INTUITION & ANALYSIS, BRINGS CLARITY & SETS DIRECTION, UPDATES ON WHAT'S GOING ON & COMMUNICATES TIMELY, EMPOWERS PEOPLE, IS ABLE TO VISUALISE, and HAS CONSIDERATION & COURAGE. To the right of the grid is a large section titled 'ASSESSMENT SHEET' with fields for GROUP, DATE, and PANELIST, followed by several horizontal lines for notes. The Maynard Leigh logo is in the bottom right corner.

In Session Assessment sheet

Each facilitator will have an Assessment Sheet (A3 sheet).

The circles on the left are the various competencies we are trying to look for in the participants.

The facilitator will put names & scores they are giving to the 8 participants on the lines around the circle.

The space on the right under Assessment Sheet is the space for the facilitators to make notes on the key observations made.

The 'Post Session Individual Assessment Sheet' is a template for recording individual feedback. It includes the Fidelity International logo and the Maynard Leigh logo. It has fields for Name and Group No. Below these are four sections: 'My Observations' (with a magnifying glass icon), 'My Perceptions' (with a magnifying glass icon), 'My Wondings' (with a magnifying glass icon), and 'Other:'. At the bottom, there is a section for 'Recommend for High Potential Leadership Journey' with 'Yes' and 'No' options. The Maynard Leigh logo is in the bottom right corner.

Post Session Individual Assessment Sheet

This sheet will be filled in detail by the facilitators, once the participants leave the Assessment center. This will be done in the last 15 minutes.

Fidelity
INTERNATIONAL

Maynard Leigh

Confidentiality Agreement

Why

The purpose of this Confidentiality Agreement is to protect the privacy of the people who participate in this assessment. Knowing that everyone has agreed to the terms of this Confidentiality Agreement will make it easier for participants to discuss personal and business issues freely during the assessment.

If You Do Not Agree

If you cannot agree to the terms in this Confidentiality Agreement before the workshop begins, please let us know.

Confidentiality

We require all participants of the assessment to read the terms of this Confidentiality Agreement, and agree to abide by them:

- All information you hear from an about participant(s) during the assessment & activities you do as part of the assessment will be considered **Confidential Information**. This information may be personal or business.
- You agree that you will not disclose any of this **Confidential Information** to anyone who was not a participant from your group.

Declaration of ability to participate

- Participants certify that he/she is not aware of any medical or psychiatric condition which might affect his/her interpretation of the assessment and assumes full responsibility for the outcome.

Your Name: _____

This is to certify that I have gone through this document and agree to abide by the terms mentioned above.

Your Signature: _____ Date: _____

Dress Code

(Instructions sent prior)



Confidentiality agreement (word document attached):

Participants will sign it before the assessment begins. The purpose of this Confidentiality Agreement is to protect the privacy of the people who participate in this assessment.

Knowing that everyone has agreed to the terms, will make it easier for participants to discuss personal and business issues freely during the assessment.

Theatre methodology (among others) will be used as a medium for the Assessment Center. This is a **“get up and do”** session.

Wear comfortable clothing. And, your clothing should reflect CARE FLAIR & AWARE however you choose to interpret these words.

Final Report

(will be delivered within a week once all the assessments are complete)

- List of the 25 high potential leaders chosen for the journey
- Another list of 5 leaders in the waiting list (in case people drop out because of moving to a different location, change of jobs etc.
- Strengths & Areas of development of the 25 chosen high potentials
- Areas of focus for upcoming coaching sessions for top 25 & coaching session plan.
- Strengths & areas of development of the 100 leaders.
- Suggested learning content which the other partner should look at while designing the content for the 100 leaders.
- Compiled Individual Assessment for all assesses.



In the soft copy version, you will get all the reports mentioned above.

In the hard copy version, apart from receiving the reports mentioned above, you shall also receive our In session Assessment sheets bound in 2 files.

Step 2: Group Orientation



Orientation Session to introduce the participants (25) to the leadership journey.

This meet will briefly highlight what this journey entails and will talk about the various stages in this journey they are about to embark. It will highlight the outcome and the participants will feel more aware entering into the journey.

Step3

Leadership Journey



25 High Potential Senior Managers identified at the Assessment Center will be divided into **5 groups of 5 each**.

Each group will go through **12 group coaching sessions** over a period of 6 months.

These sessions would start in the month of July 2017 and will go until January 2018.

Step3...continued...



Sessions will occur twice a month and each session will be for a duration of **3 hours each** with a 15 minute break in the middle.

Investment

COSTING ESTIMATE						
Assessment Centre – 150 Participants						
Workshop	No of Batches	Cost per Unit	No of Consultants per Day	No of Days	Total per phase	Total Investment
Professional fee for one day assessment–3 sessions per day (10 participants per session)	15	Rs 59,800/- per day per consultant	3	5 days (3 batches per day)	Rs 59,800 X 5 days X 3 Consultants	Rs. 8,97,000/-
Travel expenses of consultants	15	Rs. 1,500/- per day per consultant	3	5 days (3 batches per day)	Rs 1,500 X 5 days X 3 Consultants	Rs. 22,500/-
Total						Rs. 9,19,500/-
Group Coaching Sessions - 25 participants						
Workshop	No of groups	Cost per Unit	No of Consultants per group	No of Sessions per group	Total per phase	Total Investment
Professional Fee for delivery of Group Coaching Session (3 hours) per group	5	Rs. 32,200/- per session per group	1	12	Rs 32,200 X 12 sessions X 5 Groups	Rs. 19,32,000/-
Learning material (Folders, handouts, props etc) *Books/Publications, if needed, will be charged on actuals	5	Rs 230 per group	1	12	Rs 230 X 5 Groups	Rs 1,150/-
Travel Charges for consultants (assuming 2 sessions per day)	5	Rs. 1500 per day per consultant	1	12	Rs. 1500/- X 12 Sessions X 5 Groups /2 sessions per day	Rs. 45,000/-
Total						Rs. 19,78,150/-
Total Contract Value						Rs. 28,97,650/-

Commercial Terms & 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 (service tax @ 15.00%).
- ❖ 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 December, 2017
- ❖ Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”

Program Timelines- Group Assessment Center

Action	Date/status	Consultants
Day 1 behavioural assessment (2 sessions) - covering 20 people	Thurs 1st June	Steeve Gupta, Priyam Jain, Sanyukta Saha, Vrinda Misra
Day 2 behavioural assessment (3 sessions) - covering 30 people	Fri 2nd June	Steeve Gupta, Priyam Jain, Anand Mittal, Vrinda Misra
Day 3 behavioural assessment (3 sessions) - covering 30 people	Mon 19th June	Vrinda Mishra, Priyam Jain, Anand Mittal
Day 4 behavioural assessment (3 sessions) - covering 30 people	Tues 20th June	Vrinda Mishra, Priyam Jain, Sanyukta Saha
Day 5 behavioural assessment (3 sessions) - covering 30 people	Wed 21st June	Vrinda Mishra, Sanyukta Saha, Anand Mittal
Day 6 behavioural assessment	22nd June	Priyam jain, Sanyukta Saha, Anand Mittal
Maynard Leigh to share 140 reports with the Talent team	Fri 23rd June	All Consultants

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



For further information please connect with:

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