

SITUATION

3 people in R&D [reporting abroad]
Rest reporting India.

i. Who are the target audience

+1 Bangladesh
+1 Sri Lanka

24 — 9 international — 5 Turkey, 1 Iraq, 1 Nigeria
(7-8 Women) — 1 Bottle

Job grade - 9-11. — Rest from India. Associate Manager / Sr. Manager

ii. Job Profile (understand how they contribute to Basic Human Need: try and take a simplified approach to how they serve this world)

PDF - People development forum - Basis that people are identified.

Not Strictly followed. → (Exceptional Performer) High potential + 2 years

iii. Age, Qualification - (grade of colleges....A or B or C), Experience in years

JG-9 - (28-30) - 4 people. 2-3 in level 10

JG 11 - (35-42)

iv. Span of control (do they lead people, or, are individual contributors)

Some People managers (2-3 people)

v. What is the expectation from them - desired state (knowledge, skill, attitude and habit)

Mid review happening now. Presentation to CEO + leaders on 24th Feb.

Convince the pitch - make a story. Be able to stand and convince the leader.

vi. What is the current state

Don't present much. Haven't got a chance before.

1. Need to balance energy. People are varied

in a project team. An intent given to understand

2. Batch last year was better than this year. By people. People

3. Not comfortable to open up / contribute on calls. especially the foreigners. - Turkey / Iraq.

3. People don't take initiative to speak up. maynardleigh
Don't speak, getting into arguments.

SPIN

S=Situation

Seek hard facts, and soft information, to understand the background and the opportunity you are facing

Keep your questioning short but thorough

Sample Questions

- How did you hear of MLA?
- Why are we here?
- Who really owns the issue—eg a particular line manager, the CEO, the HR person?—see also Miller Heiman: who is the customer?
- What exactly does your company do? Is it currently profitable?
- What is its position in the market place: eg a leader, number two, a newcomer?
- How many people work for it and what is the turnover over staff—ie how are you managing your talent?
- Where are your people mainly based, geographically?
- What is the structure of the company—could I have an organisation chart?
- Does your company have any key business goals you can share?
- Who heads up HR or Learning and Development and who is their boss?
- Who are the key people with responsibilities for training and development?
- Would I be able to meet them at some time?
- Do you have a budget for tackling this issue, if so what is it?
- When do you finalise your training budget during the year?
- Who else in the company might be interested in what we offer?

Launch it in 19-20 October.
Pegasus - Iskeamed program
6 month journey.

Have executive coaching per month.
Developmental & sessions

Workshops - Cultural Sensitivity
Presentation
Business Simulation
Self Assessment & 360°
Emotional Intelligence
Live Projects - 4 teams. eg

Coke-flavoured
milk
space

maynardleigh

PROBLEM

- i. Gaps in performance , quality or relationships (repeated probe from previous question)

They don't have exposure to present. They don't do it senior bidders. I. Balan

- ii. How have you arrived at these gaps (one person said , you observed , multiple leaders said , is it from training need analysis , is it a problem diagnosed at company level , has it come from a customer / consumer/ partner / senior leader)

- iii. Validate the source of problem and try and rationalise it (percentage on customer score , talent engagement score , performance index, documented observations , result of a team hurdle). It will be good to record the name of the person who has articulated the problem statement. metrics

Implication

- i. How has this problem impacted the business (ex increase in cost , decrease in revenue , opportunity lost , brand tarnished , attrition , low morale , reduced customer satisfaction , conflict , low internal service , wastage of time , money , bandwidth)

Lot of emphasis on how to present. Window to get noticed at LC.
Last year's winner project is already in incubation.

Need

- i. What according to you is the solution to bridge this gap
2 days workshop
- ii. Have you tried this solution or any other solution in the past
- iii. How will you measure the effectiveness of this solution (MOS – measures of success)
- iv. What does the solution look like to you (modular , one day , two day , three months , bespoke , quickie)
2 day
- v. What level of solution would you like to attend (at the level of knowledge , or practise , or internalised)