



Give constructive and structured feedback, build ability to  
receive feedback and coach your team members

Proposal- 23° May 2018

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# THE STATED NEED

## The Situation

There are 90 managers who are from different functions with background in execution, trading, shared services etc and varied range of experience within the organization. For LDC alignment is very important and to ensure that alignment happens at all levels in the company, they need to take better advantage of two powerful tools: feedback and objectives. The appraisals/ reviews take place twice an year where the managers are supposed to have a conversation on: what's working and what could be better. These conversations might not be constructive and giving results and through this intervention you would like managers to:

- Give constructive and structured feedback
- Be more open to receiving feedback
- As leaders be able to coach their people



# THE MANDATE

## **The Problem**

Since the leaders are required to have conversations with their people during appraisals, regular touch points before that are missing.

- LDC has been conducting regular sessions on feedback however the target group might not have internalized it's importance
- There is a requirement for healthy feedback culture which needs to be communicated with structure and regularity

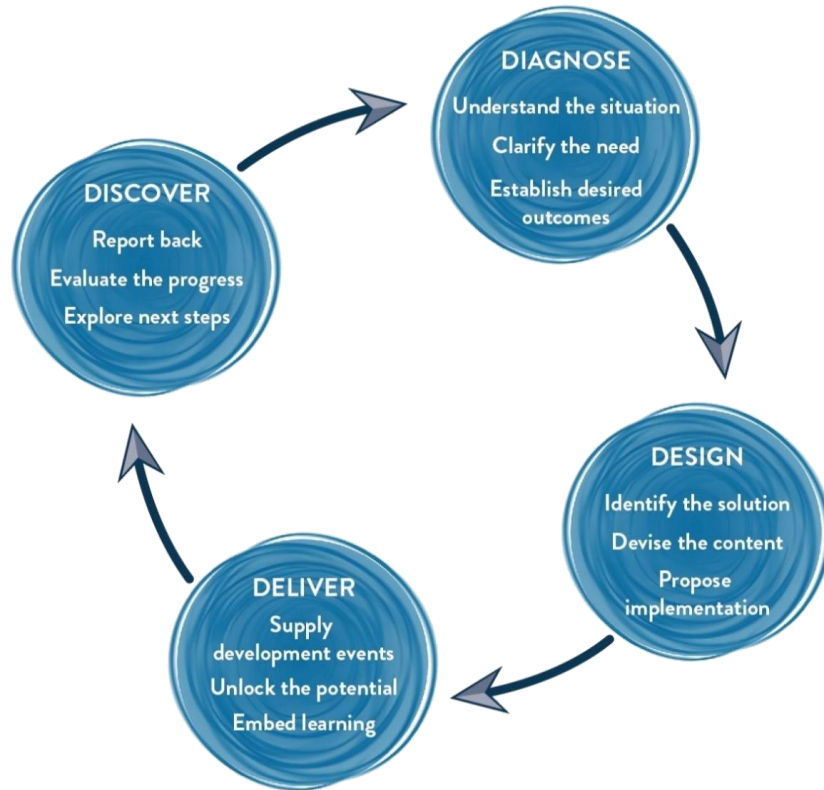
## **The Opportunity**

LDC is highly focused on developing it's talent hence might loose a chance to good talent if feedback isn't given regularly. This intervention is an opportunity to develop the managers to understand the person's capability and give them a direction.

## **The Need**

Maynard Leigh is expected to deliver a transforming and energizing experience for the target group. This intervention should be highly engaging and aligned to the internal feedback culture LDC is trying to build.

# THE APPROACH



## The Methodology

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

# THE DIAGNOSIS

Once we finalize the mandate, there will be a thorough Diagnosis with the target audience (all levels) to delve deeper into the need.

Our curiosity:

From the participant

- What does their day look like?
- Formal/informal feedback mechanisms at LDC
- Their perspective on giving and receiving feedback.
- Current obstacles faced while giving/receiving feedback. What would they like to see happen?
- According to them, how can the appraisal conversations be better?
- What are their expectations from the session?
- Gathering anecdotes and relevant examples

From the reportees /line managers

- Their perspective on giving and receiving feedback. What would they like to see happen?
- What is working for the target group and what could be better?
- According to them, how can the appraisal conversations be better?
- What are their expectations from the session?
- Gathering anecdotes and relevant examples



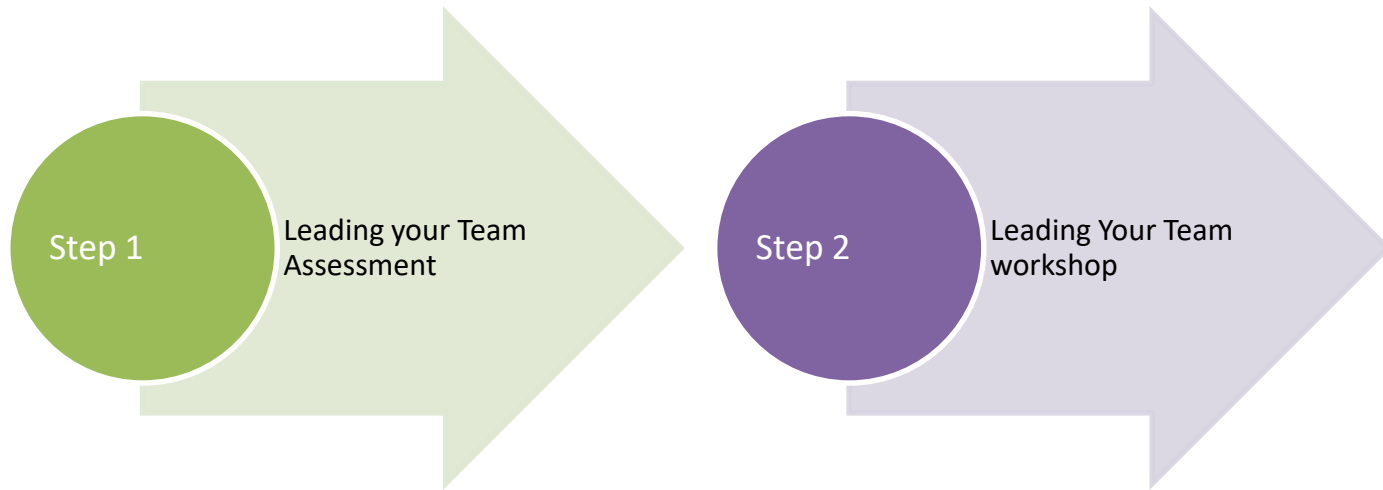
# THE DESIGN



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

**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.

# THE 'LEADERSHIP RAINBOW' JOURNEY



**All steps are explained in the following slides**



# Step 1: Leadership assessment

Participant	Manager score
<b>Communication skills</b>	<b>4.30</b>
1. Confident in raising a point effectively, even with seniors	4
2. Lets others know of problem and serious changes	5
3. Coordinates and reflects in talking to groups of people	5
4. Transparent and open communication	5
5. Persuasive and convincing in putting point across	5
<b>People and Leadership Development</b>	<b>4</b>
1. Shares critical expertise and knowledge to support team	5
2. Effectively supports colleagues and collaborates with them	5
3. Actively seeks input from others, encourages and listens to different viewpoints and perspectives	5
<b>Interpersonal Competency - Influence</b>	<b>4.67</b>
1. Treats people with respect	5
2. Can be approached easily	5
3. Develops effective working relationships with direct reports	5
4. Develops effective working relationships with peers	5
5. Clarifies what people are to ensure understanding	4
<b>Team Leadership</b>	<b>4.30</b>
1. Coordinates team activities	5
2. Prepared to make decisions promptly	5
3. Enables the team to achieve extraordinary results	4
4. Increases team's achievement of weekly goals	5
5. Celebrates achieved outcomes with the team	4



We will work with you to identify specific markers within each mandate to ensure that the assessments being created are relevant to your organization's particular needs. Each assessment will serve the dual purpose of:

1. Understanding the current state of the participant in terms of the mandate and defined initiative objectives
2. Looking at the gaps and highlighting the areas of development with the content that will be available for them in the workshop.

About a month before the workshop, two sets of assessment will go out for each participant:

**SELF – ASSESSMENT** - The participant will complete an easy to follow assessment of self

**SUPPORTER's ASSESSMENT** - A mirror image of the self assessments will also be completed by 3 – 4 supporters of the participants which would include the managers/stakeholders, colleagues of each participant.

Both of these will be used by one of our consultants in the coaching call that will follow to see where there is alignment and where there are gaps in perception.

# Step 2: TENTATIVE LEARNING OUTCOMES

The objectives are based on **think + feel + act = performance**

Based on research done in instructional design that points to the fact that wholesome learning occurs when cognition (thinking) aligns with emotion (feeling), which then need to align with the sensorial or kinesthetic (new actions or what a person does differently after experiencing the learning)



- Regular & authentic recognition and feedback increases performance
- Communication around my team members personal goals is key for engagement
- I need to focus on developing self , and empower others by developing them
- I am now more aware of my patterns around leadership & can fix them
- I need to trust my team to deliver results rather than having to do things on my own



- Responsible towards team members
- Ready to recognize their team members
- Energized to accept challenges
- Equipped to handle people issues
- More sensitive to the members aspirations and needs.



- Have difficult conversations with ease
- Align self, team members and team goals to the strategic vision
- Use aspects of situational leadership to address challenges
- Recognize & use each team members personal goals to motivate them
- Communicate while balancing results, emotions & quality
- Develop team members through coaching and feedback

# Step 2: TENTATIVE DESIGN – Day one

## 18 participants per consultant

Narrative	Session	Session details	Methodology
Quick facilitator & MLA intro followed by loosening exercises.	Introduction	<ul style="list-style-type: none"> <li>Welcome and context setting</li> <li>Maynardleigh &amp; participant Introductions</li> <li>Permissive Encouragement – Play &amp; Express yourself</li> </ul>	Theatrical warm ups Experiential Context setting
Uses increased insight through attention on others to : Understand, motivate & recognize people. Be empathetic to the team’s needs	Leadership Journey	<ul style="list-style-type: none"> <li>Participants story tell where they were able to recognize leadership in themselves.</li> <li>Recognizing the values &amp; strengths that I bring as a leader</li> <li>Complete attention on others leads to insight</li> <li>Participants practice “Insight”</li> </ul>	Participant stories Facilitator insights
Awareness of self patterns around leadership. Identifying how to correct these patterns.	Inner cast of characters	<ul style="list-style-type: none"> <li>Identifying our sub personalities &amp; patterns of leadership</li> <li>Leadership is about reclaiming lost personalities &amp; using all the colors available to us purposefully</li> </ul>	Experiential activity Group insight
Supports team in successes & failures. Align self, team member & team goals to the strategic Vision. Cascade communication to motivate their team and drive higher productivity	Leadership DNA	<ul style="list-style-type: none"> <li>An activity to see how we lead in changing circumstances &amp; challenging situations. Do we look to engage &amp; energize? Do we coach &amp; develop? Or does it all take the sidelines when deadlines and challenges approach? (Looks deceptively simple but tests the water very easily !!)</li> </ul>	Highly engaging team activity. Interactive, relevant and impactful facilitator insights
Give & receive recognition and feedback in a way that leads to development. Be a coach and mentor to the team, and be accountable for their development.	Feedback & Recognition	<ul style="list-style-type: none"> <li>Differentiating between fact based purposeful feedback/recognition VS an emotionally charged monologue.</li> <li>Observe Perceive Wonder - developing the rigour to separate observation of what is actually happening from our subjective perceptions and interpretations.</li> <li>Practice giving feedback using the OPW feedback formula</li> </ul>	Experiential exercise. Participant practice exercise. Participant led peer coaching
Addresses difficult issues in a timely manner. Makes tough people decisions when required. Manages dynamics. Balance between emotions & results.	The balancing act for leaders	<ul style="list-style-type: none"> <li>Communicating to care for results, quality &amp; emotions.</li> <li>Challenges to finding the balance.</li> <li>Not a win-win but purposeful choices</li> <li>Setting up day 2 of the workshop by listing personal challenges around this area . These will be addressed on the 2nd day.</li> </ul>	Facilitator & participant based discussions. Participant make “Chits” of challenges faced.
	Closure	Participants fill in their stop, start continue sheet	Homework Exercise

# Step 2: TENTATIVE DESIGN – Day Two

## 18 participants per consultant

Narrative	Session	Session details	Methodology
	Hello! & Recap	<ul style="list-style-type: none"> <li>Recap of Day 1 &amp; Participant peer coaching partnerships created for the rest of the day.</li> </ul>	Participant led recap
Balance between emotions & results Build trust as a manager/leader. Cascade communication to motivate their team and drive higher productivity	The balancing act continued	<ul style="list-style-type: none"> <li>Participants use various methods to display the situations they outlined at the end of day 1 where they find a challenge in balancing communication for results, quality &amp; emotions.</li> <li>Participants &amp; facilitator coach on working through these situations</li> </ul>	Various interactive theatre methods: Role plays // Play pause theatre // Forum theatre
Understand, apply and communicate based on situational leadership. Creates a climate of trust. Invites inputs from others. Helps others understand their contribution. Coaches others to find their own answers. Be a coach and mentor to the team, and be accountable for their development.	One size does not fit all	<ul style="list-style-type: none"> <li>Situational leadership</li> <li>Skill / will gap recognition</li> <li>Planning each individual team members development based on their specific need &amp; context</li> </ul>	Facilitator led presentation. Participant exercises.
	Coaching	<ul style="list-style-type: none"> <li>Coaching for motivation</li> <li>The quick coach</li> <li>Listening &amp; asking questions</li> <li>Nine goals to lead – motivating through helping people achieve their personal goals.</li> </ul>	Theatrical base Practical exercise Participant practice Participant personal goal setting
Provides challenging & stretching tasks and assignments to drive development.	Delegating	<ul style="list-style-type: none"> <li>Recognizing <u>what</u> to delegate – the five zones of delegation</li> <li>Recognizing <u>whom</u> to delegate to – referring back to skill/will</li> <li>The <u>how</u> of delegation</li> </ul>	Facilitator psychodrama Participant exercises
Creates a climate where people want to do their best. Cascade communication to motivate their team and drive higher productivity	Improvising as a leader	<ul style="list-style-type: none"> <li>Leading in complex times where change &amp; flexibility are key.</li> <li>Creating alignment &amp; a supportive environment at such times</li> <li>Being a chooser NOT a victim</li> </ul>	Improvisational theatre & Psychodrama
	Closing	<ul style="list-style-type: none"> <li>At the end of day 2, participants fill in their 3 goals into the ProgressIT system.</li> </ul>	Action planning Completion

# THE COMMERCIAL

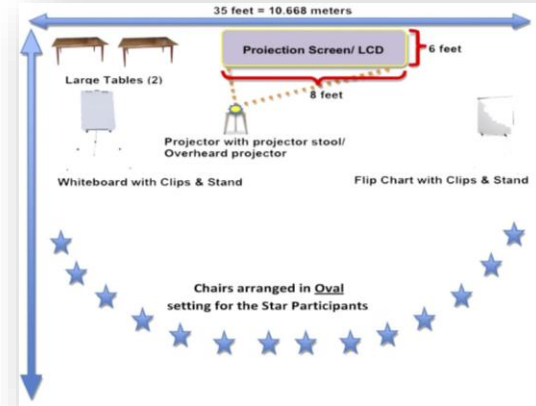
<u>Diagnose &amp; Design (For the whole Intervention)</u>		
One day for diagnosis- (Interviews, scenario collection, collecting information)	INR 70,000/-	
Half Day for Design ( Design Customization)	INR 40,000/-	
<u>Delivery for 18 participants</u>		
<u>Activity</u>	<u>Investment</u>	<u>Total</u>
Leadership Assessment	INR 800 per participant X 18 participants	INR 14,400/-
Professional fee for delivery of workshop per batch- 16 participants	INR 70,000 per day per consultant X 2 days X 1 consultant	INR 1,40,000/-
Learning material, handouts, folders and certificate	INR 200 per participant X 18 participants	INR 3,600/-
Total investment for the batch of 16 participants	INR 1,58,000/-*	
Per participant cost ( approx.)	INR 8,777/-	

\*Total Investment doesn't include diagnosis and design

# COMMERCIAL T&C

- Client is responsible for providing venue, conference facilities, AV equipment.
- Travel outside Delhi NCR - Air, stay & airport/ venue cab transfers will be taken care of by Life strategies and will get it reimbursed on actuals
- Travel inside Delhi NCR - at Rs. 12.00 Per Km.
- Not inclusive of applicable taxes ( As per GST guidelines).
- 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



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 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)





A Leader is one who knows the  
way, goes the way  
Shows the way

- John C Maxwell

maynardleigh  
associates