

## Genpact Gold Playbook

\*Please Note – This isn't an all encompassing guide on how to run PI. Over here I'll be expanding areas that need to run differently as compared to a traditional PI – exclusively for Genpact Gold.

Please refer to the copy of the design when using this document.

### Learning Objectives;

#### **Think**

- Being authentic and true to my own brand's values is magnetic
- By clarifying the impact, I want to have, I have more chance of meeting it
- I am making an impact at every moment- consciously and unconsciously
- Everything makes an impact- entrance, body language, voice
- I have the tools to impress and establish credibility/ authority
- Every interaction, presentation is a moment of impact, I will make each count
- I will give my audience my complete attention and be present to them by being my authentic self
- Being in rapport is a two-way street and important to team productivity

#### **Feel**

- **Confident** in leading conversations
- **More aware & assured** about myself
- More **present** to my audience
- **Connected** to my own **true self**
- **Equal** with people around me
- **Capable** of influencing outcomes of meetings/discussions
- **Excited** about creating impact

#### **Be more able to:**

- Influence at the highest level
- Express my opinions and points of view concisely & effectively
- Convey gravitas and natural authority even during elevator pitches
- Have tough client conversations
- Increase ability to gain buy-in and create impact through increased personal presence/charisma
- Build relationships/network with Clients, seniors, peers and team
- Use personal stories to build connect and creative productive working relationships

## Day 1.

### 9am – 10.45am

Like a traditional PI, we're supposed to cover (in sequence);

Welcome

MLA Introduction

Party Mingling

Context Setting

First Impression – *1 min. per person.*

Communication Pie Chart

**Moment of Impact – WE ARE NOT DOING THIS.**

1-Minute Prepared Introduction

Feedback – *1.5 min. per person.*

Video Playback

Coaching Buddies & Issues List

### 10.45am – 11am      Tea Break

### 11am – 12.30pm      AIM

Setup – Think of an upcoming situation at work where you'd like to have greater impact. Ideally within the next couple of weeks.

- ✓ 5 minutes - to prepare your pitch.
- ✓ 3 + 3 minutes – pitch in your own way to your coach.
- ✓ 2 + 2 minutes – coach gives feedback\* to coachee.

The total time allotted for the above is 20 minutes (5 minutes extra to weigh in logistics).

- ✓ 10 minutes to fill AIM (5 Qs.) handout.

This is the modified AIM handout with the final question – “*What is the feeling you'd like to leave your audience with?*”

- ✓ 15 minutes to explain PPSAAO, SPINS & ACT 1,2,3

These are skeletons to structure your pitches. Pick the one that's appropriate to your situation.

PPSAAO – When you'd like to create a change of any kind.

SPINS – When you are pitching a solution.

ACT 1,2,3 – Other misc. situations.

- ✓ 5 minutes – to prepare your pitch on the basis of the above structures.
- ✓ 3 + 3 minutes – Pitch using the chosen structure.

- ✓ 2 + 2 minutes – coach gives feedback\* to coachee.

The total time allotted for the above is 20 minutes (5 minutes extra to weigh in logistics).

\* The feedback provided by the coach should be on the basis of the following questions;

Q1. Am I clear about what the person was trying to communicate?

Q2. Was the communication structured?

Q3. What was I feeling as a result of the communication?

*The facilitator should put these questions on a flipchart for quick reference.*

The above mentioned times are what should happen ideally. The total time allotted for this session is 90 minutes.

**12.30pm – 1.30pm LUNCH**

**1.30pm – 4.45pm BE YOURSELF** *(Please account for a tea break from 3pm-3.15pm)*

- ✓ Body, Breath & Voce Warm up (Preparing the 93%)
- ✓ Emotional Expression
  - Facilitator demos one line – 7%, (7+38)%, (7+38+55)%  
(to understand the difference between the three)
  - Facilitator demos the same line @ 100% but gives 3 variations.
  - Breakup participants into pairs – A & B
  - Person A says each line @ 100% but with 3 variations, then person B delivers the same.

After they're done, ask them to identify 1 line they'd be uncomfortable expressing and a business case where failure to express this cost something.

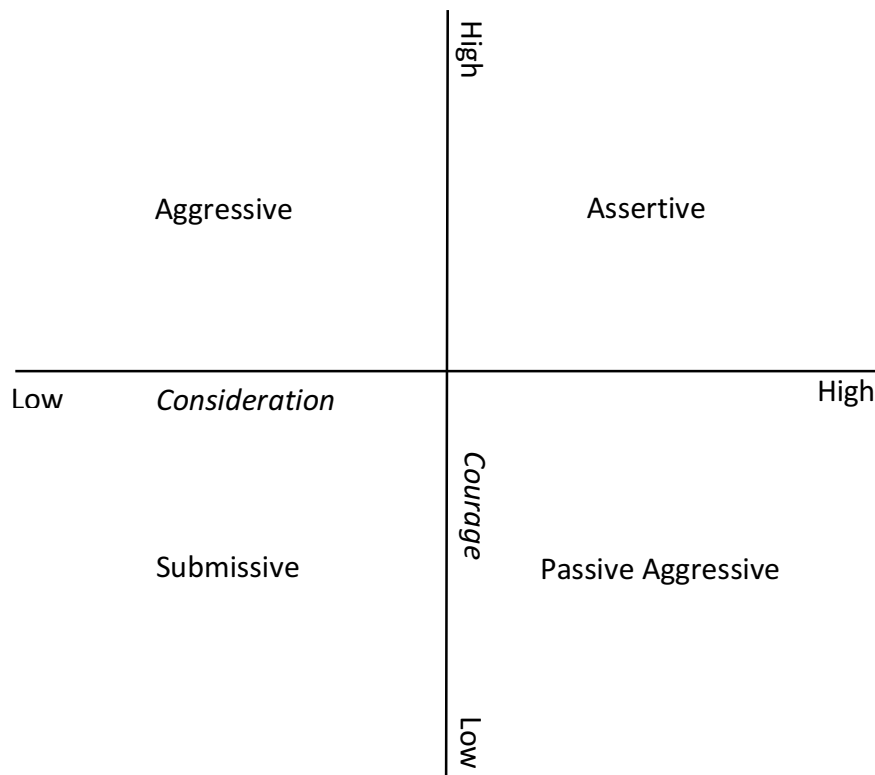
*We are trying to stir up bottled emotions. This sometimes requires them to stretch a bit. For e.g. Your glass frames. In order to loosen them up, we first have to stretch them beyond their limits so when they snap back they are more comfortable. These statements are to stretch us.*

*Analogy – Cup, water & sugar.*

*When the sugar doesn't dissolve completely, it settles at the bottom of the cup. The initial sips are water still taste fine, but, as we reach the lower end of the cup, it becomes sickeningly sweet. The same is the case with bottled up emotions.*

*This becomes dysfunctional and we call this emotional vomiting. This leads to implosions and/or explosions (on relationships where you feel safe to express).*

- ✓ Dramatic Pause
- ✓ Status Work – Transition to↓
- ✓ Courage Consideration Model



Have the above model drawn on a flipchart.

This activity tests participants' understanding of the terminology used in assertiveness training. It should be run after formal input on the meaning and usage of the terms 'assertive', 'submissive', 'aggressive' and 'passive aggressive'.

Objectives: By the end of this activity participants will;

- each have had the opportunity to assign a statement to one of the four terms listed above;
- have considered how choice of vocabulary, tone of voice and differing situations can change interpretation of meaning;
- better understand the concepts of assertive, submissive, aggressive and passive aggressive behavior.

Resources – 12 cards, each denoting a response to the “COLD SOUP” improv.

Imagine this scene. You have been asked to discuss proposition with an important client over lunch and have taken her or him to an expensive restaurant. You have both chosen soup as a starter. When it arrives it is cold. As you are the host, you feel you should do something about the situation.

You (facilitator) will have 12 cards, each with a possible response written on it. Some responses will appear rational; others will obviously be extreme most will be debatable in the context of assertive behaviour.

*(You do not have to use all 12 scenarios. You can choose a few to warm the participants up and then move to workplace scenarios as listed below)*

Each participant comes up front, receives a card from the facilitator and performs what's mentioned on the card. Ask the participant and the group, where they think the response falls on courage-consideration model & why?

*Question choices for placing, if appropriate always encouraging other group members to contribute to the discussion. Refer to the sheet containing responses and their respective points to consider.*

*Questions you might use:*

- Having looked at various ways of responding to a difficult predicament, what would you now do if faced with a similar situation?
- Is it more fair and assertive to give the person in the front line – in this case, the waiter – a chance to put things right?
- Is there a case for giving feedback to the manager or owner of the establishment? How would you do this?
- Can you see parallels in your own social or working life where this kind of assertive behaviour might be practised?

Close the activity by referring to the learning objectives. Participants should now have a clearer idea of what is meant by each of the four behaviour patterns, but recognize that there are many variations to each theme. Different situations, relationships, nuances and so on can affect the way our communication is received.

*Possible Work Scenarios –*

- 1) Your boss introduces a new system which you can see to be flawed.
- 2) You are asked to take on additional work, although you are working to full capacity now.
- 3) You your standard of work to be high – possibly better than most in your section – but your employer is extra critical of you.

- 4) A customer is rude to you on the telephone.
- 5) Your team member is constantly delayed on his / her timelines.
- 6) Your team member got some data figures wrong in a critical customer presentation.

- ✓ Personal Branding (*If time permits or else do it after the recap on day 2.*)
- ✓ STOP, START & CONTINUE sheet.
- ✓ H.W.
  - Change your impact with someone
  - Do any two from 'Tips for social situations'
  - Mirror Workout

End of Day 1.

## Day 2.

**9am – 9.15am**      **Hello & Recap**

**9.15am – 9.45am**      **BE YOURSELF (Contd.)**

- ✓ Personal Branding (if not done on Day 1)

**9.45am – 12.30pm**      **CHEMISTRY** (*Please account for a tea break from 10.45am – 11am*)

- ✓ Meeting Simulation
- ✓ Chemistry – A I R
  - I. Attention – Tai Chi Sticks & Character Profile (*In case the participant says, I've never met the person, then offer them the character profile titled 'External Stakeholder' which is included in your packing*)
  - II. Interdependence – Story Spine (for Accept & Build)
  - III. Rapport – Mirroring & Finding Commonality

**12.30pm – 1.30pm**      **LUNCH**

**1.30pm – 4.45pm**      **THE PRACTICE ROOM** (*Please account for a tea break from 3pm-3.15pm*)

*This session is open to people sharing personal situations / scenarios they find challenging at the workplace and giving them a space to practice what they've learnt over the last day & a half.*

*My suggestion is dividing the time between the number of participants and dedicating that allotted time to their respective scenarios.*

*Within that **please use only the filter of A, B & C** – as applicable to those situations, whilst taking inputs from the group.*

*One way to setup this session for example – is to ask everyone to look at their issue lists, stop start continue sheets, and pick situations/scenarios where they can practice those.*

#### **4.45pm – 5pm**

- ✓ STOP, START & CONTINUE sheet to be updated.
- ✓ Commitment Videos
- ✓ Expectations for the Coaching Session & eventually Implementation Day.

Participants are expected to apply & practice what they've picked up during the program. During the In-person coaching sessions we will explore these scenarios and any challenges they might've faced in applying their learnings.

Eventually at Implementation Day, each participant would be expected to give a presentation on *what they picked up during the workshop, how and where they applied it & what it has done for them (business implications wherever possible).*

**End of Day 2.**