

People Manager Journey



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Your need as we understand

Situation

We have first time managers (Assistant Managers, deputy managers and managers – 120 approx.) between the age group 25-30, with 5-6 years of work experience and 0-2 years experience of managing people. A lot of them are new hires as well. They are leading between 1 – 8 direct reportees.

Problem

The problem being faced currently;

- Attrition is high (8-10%) & expected to go up further in March.
- The company is not making profits.
- People processes aren't being followed. It is anticipated that this will result in further losses in the future.

Objectives

The key objectives of the journey would be:

- Lower attrition & Higher employee engagement by developing People leadership capabilities of learners.
- Understanding the basics of being a people manager such as – motivation, delegation, feedback, mentoring, coaching etc.

Need

You'd like MaynardLeigh deliver a bespoke solution which could really bring about a change in the participants. You want us to create an experiential journey to provide the participants with a basic understanding of what it entails to be a people manager with a place to practice, rehearse and get feedback on being a people manager.

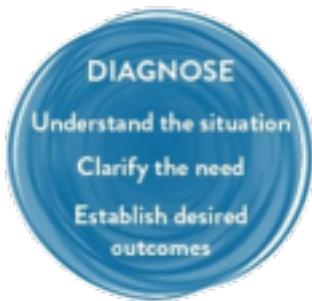
Our Approach



Methodology

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

Diagnosis



We have already started a conversation with Tanvi which has helped us finalize the mandate. We would want to spend one day with the target participants (Assistant managers, deputy managers and managers), HR stakeholder, Line managers of the participants to gather information on:

From HR:

- Process of inducting first time people managers.

From Line managers of participants;

- Expectations of leaders from their people managers.
- Where are they succeeding?
- What could they be doing better?
- How are they being supported?
- Business implications of the above.
- Process of inducting first time people managers.
- Expectations from the workshop / journey

From participants;

- Your leader's expectations from you as people managers.
- Where are you succeeding?
- What are the challenges you face when managing people?
- What will help you overcome them?
- Expectations from the workshop / journey.



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. Modules of the workshops 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 learning intervention are presented to the learning partners/stakeholders via skype/call/in person

Journey Overview:

Maynardleigh firmly believes in 70:20:10 model. The journey is drafted keeping in mind: on the job training, coaching-mentoring and experiential learning. We will have 14 participants per batch in the journey.



Sample Learning Objectives Through attending this event, participants will:



Think :

- Everyone has the potential, including me, and my job is to unlock it
- Aligning team members to big picture is a must for developing long term engagement
- I need to focus on developing my team members to empower 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
- Preparing before interviewing ensures maximum probability of hiring right.



Feel:

- **Self motivated** so that I can motivate others
- **Ready** to take care of concerns of my team
- **Responsible** towards team members
- **Equipped** to handle people issues



Act:

- Share the bigger picture
- Adhere to key people processes
- Prioritize the work in order to use time efficiently
- Delegate & yet remain accountable
- Regular & effective feedback
- Use VIDI model to engage & motivate team members
- Coach to develop motivation



Tentative Workshop outline Day 1: Demystifying Leadership

– 14 Participants



Narrative	Session	Session details	Methodology
Participants, loosen up, shed inhibitions, get ready for the day.	Introduction	<ul style="list-style-type: none"> Welcome and context setting Maynardleigh & participant Introductions Permissive Encouragement – Play & Express yourself 	Theatrical warm ups
Getting to know each other	Brief encounters	A creative way of self expression & disclosure	Group activity
Instances are shared where participants have lived various qualities leading to	Leadership qualities	Participants write qualities of a leader on a chit of paper and collect in a bowl, 2 per participant. Everyone picks up a chit and shares example of when & where he/she demonstrated the same.	Group activity
The realisation that we all have the potential in us. It's in our hand to hone it.	Unlocking potential	<p>We have all colors, so do others.</p> <p>Sharing CUTS story which tells us how people, circumstances, situations around us shape us.</p> <p>We are definitely more than what we assume we are.</p>	Facilitator led
Creating internal motivation and buy in. Embarking on a journey that will create my leadership legacy.	Peak Performance	What are some of the qualities that go into creating high performance? What stops us at times from performing our best? An insight around Why & what creates Peak Performance. Continuous Improvement & Learning.	Facilitator lead discussion
We first start with the vision that will motivate the team towards achieving its goals.	Shared Vision	Participants create a vision for their team for the current calendar year. The WHAT they are looking to achieve, HOW they will achieve it & most importantly the WHY.	Individual Exercise
Leadership begins with knowing how to build your team.	Implications of a Wrong Hire	Participants understand the importance of value based and it's importance on their team's performance.	Group Activity
Recognizing our own cognitive biases / gut.	Napoleon	Looking beyond our perceptions & judgments about people to find their real potential and then helping them develop that. Once we see, you cannot unsee. Time to train our gut.	Interactive Group activity

Tentative Workshop outline Day 1 – 14 Participants (Contd.)



Narrative	Session	Session details	Methodology
Understanding what being a 'Leader' entails. Creating empathy – for leaders as well as reportees.	Key people processes – drawing a symbol	Participants list down their expectations from their Leaders. This leads to identifying the key people processes they would be responsible for. Ex...annual appraisal, monthly performance ratings, mentoring, engagement of their people. And then they will make a <u>symbol for each process</u> using colour pens. They will carry it back to their offices and paste it on their desks for reference.	Done in groups
Let's anticipate the problems we might face and realise the potential business implications of not following.	Challenges in Implementation	Participants together in groups explore challenges (that they anticipate or have experienced) in implementing these key processes and their implications thereof.	Groups + Theatre + Facilitator led discussion
In order to effectively deal with these challenges, let's identify areas that we can develop ourselves on.	Issues List	Based on the above challenges faced we compile a list of tools that can help first time managers adhere to key people processes – these tools could be from a behavioral perspective or a functional perspective. These get explored on Day 2.	Facilitator led
Anchoring the learnings from the day.	Learning's from the day	Facilitator introduces the start stop continue sheets. Participants reflect back on the entire day and put them in the respective boxes...what will they stop doing, start doing & continue doing.	Done individually

Tentative Workshop outline Day 2: Leading your team, 14 participants per batch



Narrative	Session	Session details	Methodology
Participants, loosen up, shed inhibitions, get ready for the day.	Recap	Permissive Encouragement – Play & Express yourself Treasure Chest	Theatrical warm ups
Understanding my own patterns as a leaders and their implications.	Leadership DNA	Identifying strengths and areas of development as a people manager (looks deceptively simple but tests the water very easily!!) Insightful feedback from the facilitator. Coaching. Mentoring. Stepping back and looking at the bigger picture.	Highly engaging team activity. Interactive game
Now it's not only about my own tasks, it's also about managing my team and their tasks effectively.	Prioritization	How do we manage time? An experiential activity plus structure that helps prioritize tasks on the basis of their importance & urgency allowing us to use our time efficiently.	Done individually
How do we constructively communicate through all of the above.	Feedback formula	How to give constructive feedback, communicating clearly, minimising conflict, separating facts from perceptions, how people react/behave when someone else makes a mistake.	Group + Pairs
I need to trust my team to deliver results rather than having to do things on my own	Delegating	Recognizing what to delegate – the five zones of delegation Recognizing whom to delegate to – referring back to skill/will The how of delegation	Facilitator led discussion & Individual Activity
Understanding how to transfer skills. Training people to ensure quality.	What is mentoring?	An experiential activity wherein a task is assigned to an individual and his/her manager is trying to help to achieve the task. The team shares feedback .	Done in pairs in front of the entire team

Tentative Workshop outline Day 2 – 14 Participants (Contd.)



Narrative	Session	Session details	Methodology
Exploring what creates Motivation. Aligning our peoples aspirations with organization goals.	How do I coach my people?	Participants pick up a situation and coach each other by doing a role play. Do's & don't of coaching... Probing technique Watching a video "Coaching for Motivation". Role play done again using the learning's.	Role plays
One of the best things newer people managers can do is to collaborate and help each other.	Shared Resources & Support Group	MLA facilitator plus participants create a bank of external resources such as Lynda, Coursera, TED etc. which can potentially assist in development. A whatsapp group is created to share issues and best practices. Clear contracting with the participants on the purpose and rules of the group.	Facilitator led discussion
We share a MLA philosophy and provide a tool that can help aid.	Team engagement	VIDI – Valued, Involved, Developed & Inspired How to engage your team by making them feel Valued, Developed, Involved & Inspired. Sharing a pack of cards with them which gives tips to leaders to be able to engage their team.	Facilitator led discussion
Anchoring the learnings from the workshop.	Learning's from the day	Participants add to the start stop continue sheets. Prioritise goals to be added in PROGRESSIT.	Done individually

DELIVER

Supply
development events
Unlock the potential
Embed learning

3

Step 3: Group Coaching Call

- Participants come prepared with success stories & challenges / obstacles they're facing in implementing.
- Through sharing, participants & MLA facilitator help each other overcome those obstacles.



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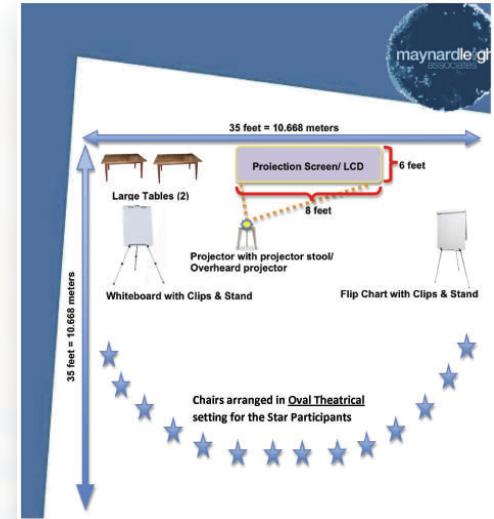
Step- 4: Evaluation Day. The participants come together and in groups share challenges and obstacles faced in implementing learnings from the workshop. These are then explored using role plays, forum theatre techniques etc. with the intention of exploring possibilities & creating tangible ways of addressing the challenges/obstacles.

Discover



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

Room Layout



We love alternative ways of setting up a workshop! We create an atmosphere where the participants feels absolutely comfortable. The use of theatre, team games and experiential methodologies fits right in to the setting. A lawn/open area to play the games adds to the whole feel.

We would need a room with ample natural lighting, lot of space to do activities and an oval layout(As shown in the picture) to create the right ambience for the workshop.

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 40)
- **Notepads and pens** (for participants)
- **Blu Tac** (This substance is used to stick things, posters or paper on the wall)
- 30 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)



Your Investment for the intervention



Diagnose & Design (For the whole Intervention)			
Delivery (for each batch of 14 leaders)			
Steps	Activity	Investment	
1	Professional fee for delivery of workshop	INR 60,500 per day per consultant X 2 days X 1 consultant	INR 1,21,000/-
3	Group Coaching Call (1.5 hours: 7 participants per batch per group coaching call)	INR 11,500 X 2	INR 23,000/-
4	Professional fee for evaluation day	INR 60,500 per day per consultant X 1 day X 1 consultant	INR 60,500/-
	Learning material for the workshop & DO IT NOW cards	INR 700 per participant X 14	INR 9,800/-
Total Investment for journey covering 14 leaders			INR 2,14,300/-**

*maximum time per day 6.5 hours.

**the total investment does not include diagnosis and design cost



Commercial Terms & Conditions

- ❖ Client is responsible for providing venue, conference facilities, AV equipment.
- ❖ Travel outside Delhi NCR – A 15% booking charge would be charged for Air, stay & airport/ venue cab transfers, if booked through MaynardLeigh Travel Desk.
- ❖ 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 15 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 March, 2018
- ❖ Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”

Next Steps



- **Financial processes:** Let us close on the commercials and contracts to start the preparation process
- **Book:** Please book the diagnosis and design dates at the earliest so that we have the consultants available for you



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



For further information please connect with:

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