

McKinsey&Company



INSPIRE GREATER IMPACT



Managing Performance Conversations

An Approach note for McKinsey&Company

MAY 13, 2016

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Your mandate

Company Overview

- ▶ McKinsey & Company is a global management consulting firm that serves leading businesses, governments, non governmental organizations, and not-for-profits. They help their clients make lasting improvements to their performance and realize their most important goals. The organizations has various teams including CSS, CSSA and CST and Maynard Leigh has had the privilege to be associated with such teams.

Your Requirement

Since there was no specific mandate, based on our conversations with you, we have identified your overall need as follows:

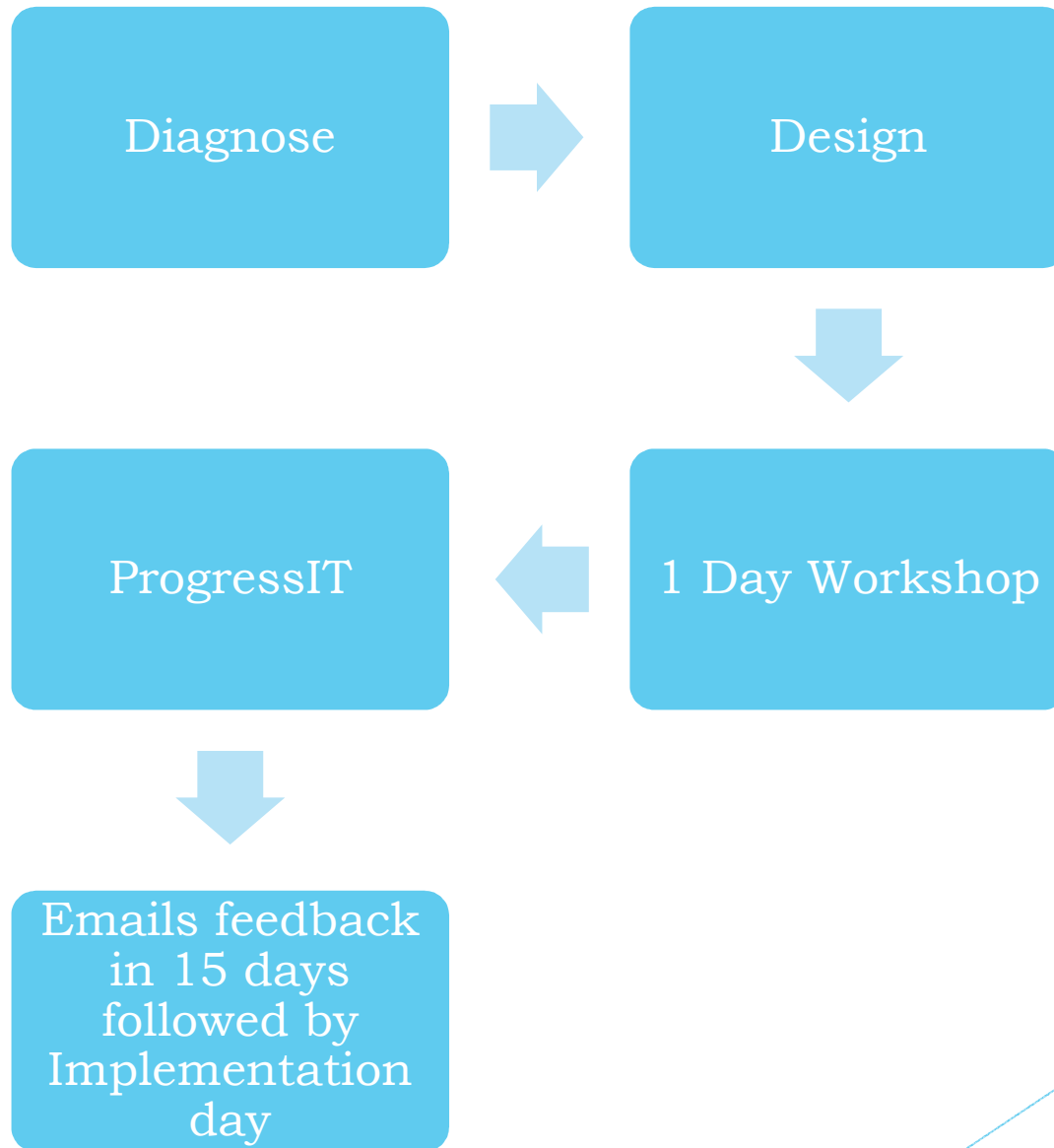
- ▶ Your desire is to build a stronger performance culture where Managers are able to engage with their team members.
- ▶ Using the 4 point rating model: (Distinction-Vey strong-Strong-Need development) as an effective model for feedback.
- ▶ Making feedback model more effective.
- ▶ Increasing the peer to peer feedback.
- ▶ Communicating – engaging teams through constant and open conversations
- ▶ Ability to use coaching as a management tool in order to reach performance goals
- ▶ Meaningful personal development discussions with staff

Our Consultation Process



Theatre. Psychology. Learning & Development Tools

The journey



Diagnose:

We have received a general mandate from Khushnawaz:

We know you have asked us to focus:

- ▶ Around Giving and Receiving Feedback for your support staff (CSSA) in the next 1-2 months.
- ▶ Manage Tough Conversations (post feedback people have been known to cry or get angry)
- ▶ The feedback model, which currently is formally done in November. Regular feedbacks are done on need basis and you have also desired to have a more structured feedback for the new joiners.
- ▶ There is a need to increase peer to peer feedback.
- ▶ Improve the emotional quotient of the participants as there have been instances of people crying or getting angry post feedback



Diagnose:

We will further make our offer more customised as and when we get more specifics with you, in the meantime here are our thoughts on the above:

- ▶ Having performance conversations, and especially feedback, can be a wonderful and powerful transformative tool to develop ourselves and others. And too often it can become a meaningless tick-box exercise or even an area of humiliation and conflict.
- ▶ We plan to create an engaging, challenging yet supportive learning intervention for you that provides techniques to make feedback more insightful, able to be heard and more effective. It also works on aspects of assertiveness & emotional intelligence that augment our ability to have better performance conversations.

What we want from you is your specific need of the workshop, as shown in the following example:

General Training Needs	Prioritization	Gap Areas	Implications
Personal Branding	Priority Need 1: Power Dressing	Current state: No emphasis on formals for meetings Desired State: Sharp formals for all official meetings	Dilution of the brand by casual dressing.



Design

Think:

- ▶ I am able to take the feedback constructively
- ▶ I am professional in my feedback give and take
- ▶ The organization has an effective feedback mechanism
- ▶ I am able to handle tough conversations
- ▶ I have a better command over my ability to converse and take feedbacks.



Feel:

- ▶ Comfortable in accepting others viewpoint.
- ▶ Ready to take feedback constructively from any member of the team.
- ▶ Excited to face the supervisors with improved emotional quotient.



Act:

- ▶ Give feedback instantly, constantly and factually.
- ▶ Give and receive feedback without excess emotional energy.
- ▶ Have difficult conversations with ease.
- ▶ Focus on Aim for any feedback or performance communication
- ▶ End encounters positively.



Tentative Day 1 (subject to change)

Narrative	Session	Methodology	Outcome
Context, Purpose, Route map and approach, Personnel	INTRODUCTION	Trainer led presentation	Getting to know each other and the pupose of the training
A dynamic session of short, focused conversations in pairs and small groups to surface individual and group challenges and issues relevant to giving feedback, holding difficult performance conversations (for instance, “I know the tools and what I should be doing, but my discomfort around potential conflict or a difficult emotional climate stops me being clear or direct”)	CHALLENGES AND ISSUES	Participant led exercises & discussion	<ul style="list-style-type: none"> • Be alert to what’s going on around them • Feel Comfortable exploring new communication methods
<p>Framework and tools to deepen understanding of self, the other person, the relationship or situation</p> <p><u>FEEDBACK- BASIC</u> Having Attention on Other and Constant, factual feedback</p> <p><u>PURPOSE IN FEEDBACK</u> What are you seeking to feed? What is my AIM? How changing purpose changes the conversation</p>	DEEPENING INSIGHT	<p>Experiential exercises</p> <p>In the body experience</p>	<ul style="list-style-type: none"> • Focus on Aim for any feedback or performance communication • Have purposeful conversations

Tentative Day 1 continued... (SUBJECT TO CHANGE)

Narrative	Session	Methodology	Outcome
Different feedback styles – Positive, negative, informative, coaching. Goal Setting basics- things to keep in mind. Preparing and delivering feedback working with curiosity as opposed to judgement. Practising the Observe, Perceive, Wonder framework Rehearsing a Feedback Formula to identify, name and express the problem	<u>RESULT-FOCUSSED FEEDBACK</u> <u>TOOLS FOR FEEDING BACK ABOUT BEHAVIOUR</u>	Experiential exercises	<ul style="list-style-type: none"> Have purposeful conversations Set and track individual development plans
Up to 4 scenarios to be covered (to be uncovered/decided during diagnosis phase while speaking with sample size of participants	Addressing some Tough Cases	Role playing and coaching in creative partnership	<ul style="list-style-type: none"> Have difficult conversations with ease Feel Rehearsed – having done live scenarios

Narrative	Session	Methodology	Outcome
How to end conversations in a positive note. To be able to communicate with openness	POSITIVE PSYCHOLOGY	Experience/slides	<ul style="list-style-type: none"> End encounters positively
We use Improvisation theatre to uncover how we can take Ownership of a team and work with people. Recognizing what behaviors help or hinder us in taking ownership.	Victim vs Chooser	Improvisation Theatre	<ul style="list-style-type: none"> We are part of a team and not individual contributors. Being a Chooser NOT a Victim
Ongoing support – what it will look like. Stop, Start, Continue – goal setting. Information on “ProgressIt” online goal tracking	SUSTAINING BEST PRACTICE	Action planning	Future Roadmap and benchmarks

Sustaining the Change: 9- WEEK GOAL TRACKING SYSTEM



ProgressIt ® is a powerful on-line support system that provides follow through after a course, a workshop or learning event. **It can start immediately after the workshop.** We use this innovative service to:

- I. Help participants reach their self selected behavioural goals
- II. Show line managers what their colleagues have learned and report on the business results from their new learning
- III. Enable Human Resources departments to offer evidence of specific business gains stemming from a particular learning experience.
- IV. Assign supporters to these participants who will give feedback for a period of nine weeks.

ProgressIt ® tackles these with a nine-week support service and a report at the end summarizing progress.

Email feedback + Implementation Day

▶ Email Feedback

- ▶ As the feedback and conversation tools taught in trainings are implemented post the workshop, we can capture some of the emails (sent across by Mckinsey team) and give a feedback on how well the learnings from the work shop is being implemented across the floor. **This could be started in 15 days following the workshop.**

▶ Implementation Day

- ▶ We suggest that our workshops are followed with an implementation day **30 to 45 days** after the workshop is delivered. We would love to work with you further on this, including the need, logistics & commercials for the same.



Your Investment

DIAGNOSIS (Consultant coming in for observations and meetings)	INR 65,000 Per Day per consultant X 1 Day	INR 65,000/-
Delivery (1 batch of 15 participants each) •Professional Fee for delivery of workshop- •Learning material, Hand-outs and Coaching for High Performance booklet	INR 65,000 Per Day per consultant X 1 Day INR 700* 15 participants	INR 65,000/- per batch INR 10,500/-
•ProgressIt® goal tracking system	INR 300 per participant* 15	INR 300* 15 = INR 4500/-
• Emails feedbacks	INR 1000 per participant* 15	INR 15000/-
•Implementation Day	INR 65,000 Per Day	INR 65000/-
Total Investment for delivery of I batch		INR 1,60,000/-
Total investment per participant (15 participants)		INR 10,667/-

Next Steps

- ▶ **Feedback time**-We would love for you to give us some feedback on the approach paper shared with you. This will help us service our clients better in future.
- ▶ **•Feel free to contact-** Varun Gupta +91 9560192443 or Rohit Parewa-+91 9717922446



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Our Clients in India







THANK YOU

For further details, please contact:

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We look forward to working with you.