

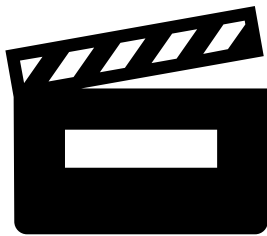
# ***GENPACT***



LONDON • NEW DELHI • NEW YORK



## **Accepting and Managing Change**



- Your need as we understand. ....3
- Our Approach ..... 4
- Diagnosis. ....5
- Design .....6
- Sample workshop objectives .....7
- Workshop Design.....8-9
- Recommendation .....10
- Room Layout .....11
- Things required .....12
- Your Investment.....13,14
- Next Steps ..... 15

# Your need as we understand

## Background

Genpact was founded in 1997 as a business unit within General Electric. Its charter was to provide business process services to GE's businesses, with the goal of enabling outstanding efficiencies. During the eight years that followed, Genpact began to manage a wide range of processes across GE's financial services and manufacturing businesses. One of the biggest clients of Genpact financial services was the GE captive unit, which also has a stake of 15-20 % within Genpact and now the clientele of Genpact also includes other global clients.

## Situation

There are 20 assistant vice presidents, senior managers, vice presidents ( senior management) of financial services department who work on commercial lending, fleet, lease, underwriting, finance and accounting are required to go through an intervention on change management. They might be BCOM graduates, MBAs/ CPAs and have been with Genpact for 8-10 years and are within 35-40 years of age range. The participants are team leaders and also oversee the operations side of the work. Below are a few examples of the change taking place within GE and leading to dissatisfaction in the department:

- GLOBAL CLIENTELE- GE has been a client for a long time and due to certain structural changes there, the participants are now required to interact with the other global clients who have certain way of working that might differ from GE
- CLIENT TIMINGS- while working with these clients, there are certain shift timings that the leaders have to follow which are new and requires them to align with the client timings
- RELATIONSHIP: the relationship with GE was quiet flexible in terms of meeting deadlines, rewards and recognition, hours of working, however now the leaders are facing difficulty to adapt to the global clients and their culture

## Implication

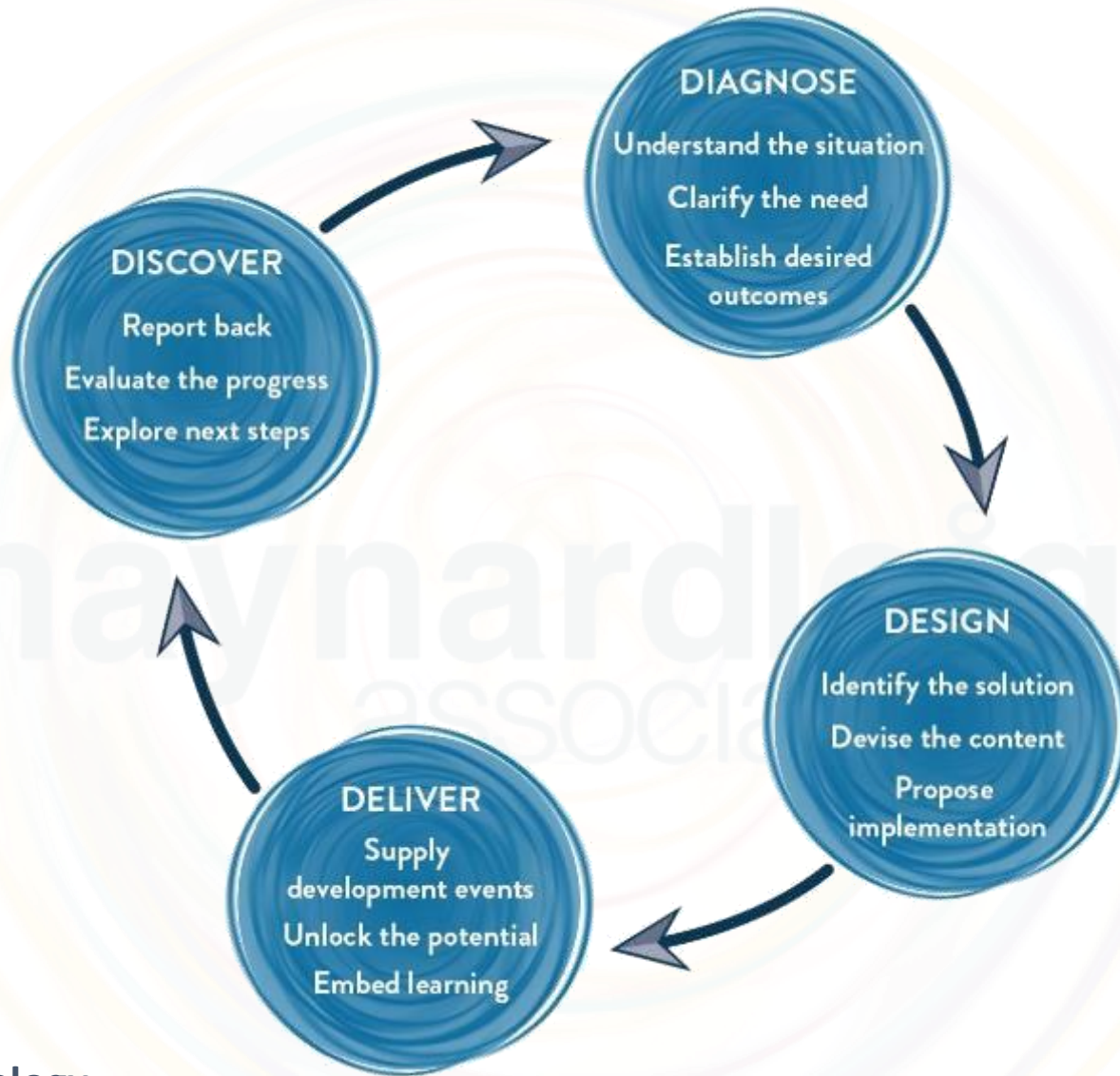
In case the change is not dealt with, below are a few implications that might arise:

- The leader might loose motivation to work
- The innovation and creative side might not come out

## Need

To smoothen this transition, leaders need to reflect on their leadership pattern and then accept the new reality. They are required to understand that this change is not bad and is an industry standard and GE as a client case was an exception.

# Our Approach



## Methodology

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



# Diagnosis



We have already spoken to Kiran and Kanika to get the initial mandate and now would like to spend one day meeting/ getting on calls with the target audience, HR stakeholder, Line managers. Here are few things we would like to know:

From the participants:

- What does their working day look like?
- How are they perceiving the new change?
- Challenges faced while interacting with the global clients.
- Understanding hindrances to change
- What would truly enable them to accept this change?

From the Line managers

- Their thoughts and feelings around the change
- According to them what are the challenges in accepting the change
- Any gaps in performance or relationships observed by them.

# 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

# Sample Learning Objectives: Accepting and Managing Change. (The real life scenarios collected during diagnosis would be incorporated to draft the final objectives and design) Post the workshop, participants will:



## *Think*

- I recognize the importance of change
- I know the specific tool that I need to take care of to make sure the change is sustainable
- I am capable of inspiring the change we all wish to see to my team
- I will work with the global clients with an open mind



## *Feel:*

- **Aligned** with the change
- **Ready** to deal with negative emotions in others and self about this change
- **Committed** to take action to sustain the change



## *Be more able to:*

- Support myself & my team through the fears related to change
- Adapt to change
- Deal with client rigidity without feeling challenged
- Internalize that change is good and cascade the message to their team
- Influence new clients and not act like a victim, be a chooser

# Sample workshop design : Change Management: Day 1 ( 20 participants in one batch with 1 consultant)

Narrative	Session	Session details	Methodology
Participants and Maynardleigh facilitator gets acquainted with each other	Welcome and context setting	<ul style="list-style-type: none"><li>•PURPOSE of the workshop</li><li>•MLA introductions</li><li>•Permissive Encouragement – play &amp; express yourself</li></ul>	Theatre exercise
Story Telling to inspire perspectives on how to deal with change	Why Change?- Frog Story	Identifying our sub personalities & patterns of leadership Leadership is about reclaiming lost personalities & using all the colors available to us purposefully	"Story Telling Facilitator lead discussion "
Understanding the need behind the change. What has triggered it?	Driving force	What is the driving force that has compelled the need to change? Understanding the nature of change.	Facilitator led interactive activity
Is the change that big or are we perceiving it to be one? Voicing out your thoughts and feelings and seeing the actual picture.	Writing thoughts and feelings	Participants on a sheet of paper write ABCD. Where: A: is the trigger B: thoughts C:feelings D: Action	Cognitive behavioral theory, participant led activity
Creating scenes where participants show their better view of situation	Creative envisioning	Participants are divided into groups of 5 each and asked to create images of what does distressors/calm look like. They look at the ABCD of their trigger while working on the scenes	Brainstorming and creative envisioning
We need to rationalize the reality, so that the feelings and emotions can be accepted.	Rationalize the reality	Participants go back to their ABCD sheets and start rationalizing their thoughts , feelings with the new perspectives. They do this by gathering facts, validating data and looking at information more objectively.	Objective Rationalizing
While we work on rationalization, the participants embody the feelings and explore different ranges of expression	Expanding your range of emotions	Rehearsing the emotional statement & trying to take it to the next level while being coached by the facilitators referring to the feelings shared by them in the ABCD model of trigger	Theatrical Exercise
Post rationalizing the feelings, thoughts, participants create scenes where they now present their new way of situation	Realistic envisioning	Divided into groups of 5 each. Participants have realistically started seeing their feelings and thoughts and the fears they are operating from. They now create another set of scenes with a new outlook to the situation	Creating a clear picture of the new outlook



# Sample workshop design : Change Management: Day 2 ( 20 participants per batch with 1 consultant)

Narrative	Session	Session details	Methodology
	Recap of day 1	Participants come back and share their learnings of previous day Warm up activity	Theatre exercise
All of us have certain fears to change which need to be acknowledged and dealt with.	Taking care of fears	<ul style="list-style-type: none"> <li>• Fear of the Unknown</li> <li>• Fear of Failure</li> <li>• Fear of commitment</li> <li>• Fear of Disapproval</li> <li>• Fear of Success</li> </ul>	Story Telling Facilitator lead discussion
Change can be pressurizing, how are we reacting towards it? Do we take ownership and responsibility of our work and enact like a creator or do we start blaming and acting like a victim?	Victim V/s Chooser	Thinking positively, like a creator. One can control how he thinks about and perceive changes! The more positively the person thinks about change the more positive is his reaction to it.	Embodying a Philosophy using Psycho-Drama
People need to be able to experiment with new behaviors. The gap between our potential and actual performances is what often stands between achieving or not achieving our visions.	Rehearsal	<ul style="list-style-type: none"> <li>• The Quick Coach</li> <li>• The Challenging Coach</li> <li>• Potential Vs. Actual</li> </ul>	Facilitator led
During change the extent of re-enforcement radically affects whether individuals continue with new behavior.	Reward	<ul style="list-style-type: none"> <li>• Theory of reinforcement</li> <li>• Attention</li> </ul>	
	Action Planning	Participants to fill in their stop, start continue sheet	
	Day end: Indradhanush		

# Recommendation: Implementation Day

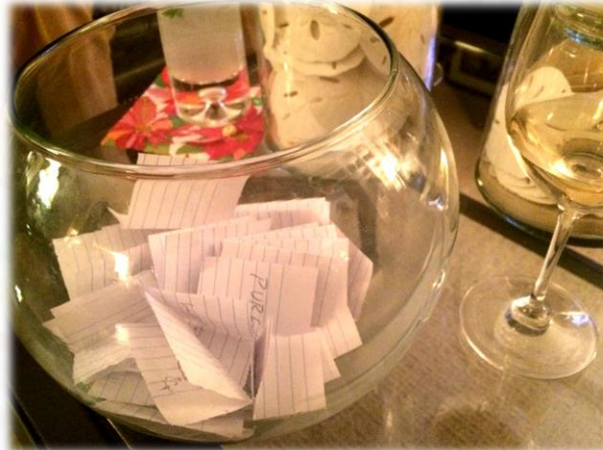


## Implementation Day

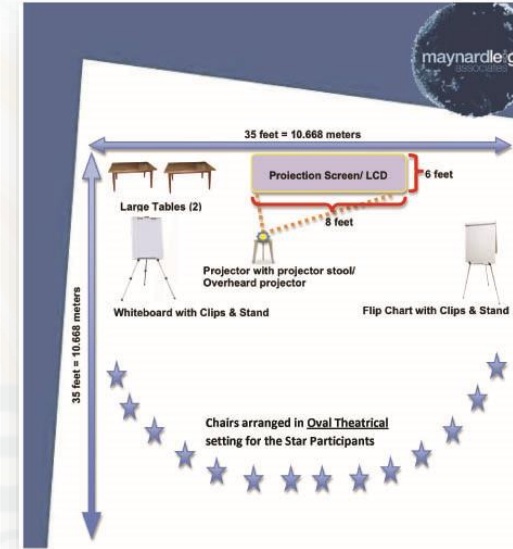
The 20 participants meet again to discuss, practise, share & coach each other in the areas that they found difficult to implement from the workshop.

We ask participants to put challenging situations/stakeholders on chits and drop them in a fish bowl to ensure anonymity. We pick one scenario after another and the facilitator creates an active learning space to simulate, practice and rehearse ways to overcome challenges.

- Duration 1 day
- 1 Maynardleigh facilitator with 20 participants.



# Ambience



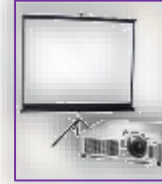
We love alternative ways of setting up a workshop! Creating an atmosphere where the participants feels absolutely comfortable and yet challenged. In this workshop, the use of theatre, team games and experiential methodologies are essential ingredients, hence we'd require ample place to move around and make noise.

Please book a space with ample natural light (Yes, we want sunlight streaming in) and no fixed furniture for the eaders to work with one MaynardLeigh 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)





# Your Investment for one batch of 20 participants

<u>Diagnose &amp; Design (For the whole Intervention)</u>			
One Day Diagnostic Interviews Design ( creating report, customizing design, presentation of design)- One day worth of investment for designing the entire journey		INR 30,000/- (One time charge) INR 30,000/- (One time charge)	
<u>Delivery (for each batch of 20 leaders)</u>			
	<u>Activity</u>	<u>Investment</u>	
Professional Fee for delivery workshops		INR 55,000 Per Day per consultant X 1 consultants X 2workshop Days	INR 1,10,000/-
Learning Material, Sustaining cultural change book		INR 350 per participant X 20 participants	INR 7,000/-
Recommendation: Implementation Day		INR 55,000 per participant per consultant	Optional
Total Investment for journey covering 20 leaders			INR 1,77,000/-
Total Investment per leader			INR 8,850/-

## Commercial Terms & Conditions

- ❖ Client is responsible for providing – 1) Venue for the training programs (with a back-up generator) should have natural lighting, enough space to do exercise and comfortable temperature for the participants & consultant 2) Conference facilities including meals 3) Audio visual equipment – (LCD projector, flip chart board stand, 8\*10 ft screen) Travel outside Delhi NCR - Air, stay & airport/ venue cab transfers to be taken care by the client.
- ❖ Genpact will make the following arrangements for consultants if the workshop is outside Delhi NCR or any consultant is required to fly down to Delhi (all consultants are not based in Delhi NCR) subject to business approval -
  - Accommodation for consultants stay – as per band 3 policy at Genpact (no Guest house please)
  - Cabs for Consultants airport transfers & their transfers between hotel and venue
  - Flights tickets for the consultants along with their meals on flight
  - All meals including breakfast, lunch & dinner
- ❖ Reimbursements to be made to Maynardleigh on actual for following –
  - Cab for Consultants travel to and from Venue when workshop is in Delhi NCR
  - Cab for consultants airport transfers in their home location when the workshop is outside Delhi NCR
  - In extreme circumstances, arrangements for consultants accommodation, cabs, flight tickets and meals(as mentioned above) if done by Maynardleigh (subject to business approval)
  - Relevant communication expenses if any (subject to business approval)
- ❖ Taxes will be charged as per government rules & regulations
- ❖ Payment will be made within 45 days of invoices receipt by Genpact
- ❖ In case of cancellation/rescheduling fees will be charged as follows –
  - 50% of the professional fee - 15 to 3 working days of the confirmed date of delivery
  - 100% of professional fee - 2 to 0 working days of the confirmed date of delivery
- ❖ Any one of the following methods may be considered as date confirmation: email notification from sourcing / a Purchase Order with specific dates.
- ❖ The session cannot be recorded without a prior written consent from Maynardleigh Associates.
- ❖ The above commercials are valid till the 31<sup>st</sup> October, 2018
- ❖ Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”

# Next Steps



- **Contract and PO:** Once we close on the commercials, let us begin the process to close the contracts and get the PO
- **Diagnose** - We'd like to begin the diagnosis phase to clarify the need and establish the learning outcomes. Please let me know what date is suitable for you.
- **Book:** Let me know what dates work for the workshop.

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



For further information please connect with:

<b>Contact</b>	<b>Jigyasa Sharma/ Vivek Arora</b>
<b>Email</b>	<b><a href="mailto:jigyasa@maynardleigh.in">jigyasa@maynardleigh.in</a> / <a href="mailto:vivek@maynardleigh.in">vivek@maynardleigh.in</a></b>
<b>Telephone</b>	<b>+91 9717922445/ +91 9810811385</b>