



Creating an environment of working cohesively and being able to build productive  
working relationships  
Proposal ver 1.0/ August 2017

RioTinto



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# An Idea

This development initiative is for 25 leaders from different verticals at Rio Tinto. Rio Tinto is an Australian – British multinational and one of the world’s largest metals and mining corporations. Their major products are aluminium, copper, diamonds, gold, industrial minerals, iron ore, thermal and metallurgical coal and uranium. Their 50,000 people work in around 35 countries across six continents. Under the group-wide organizational structure, their four product groups – Aluminium, Copper & Diamonds, Energy & Minerals and Iron Ore – are complemented by their Growth & Innovation group.



What makes an outstanding team deliver exceptional performance? In this workshop we explore the ACE teams concept. This is based on research of high-performing teams both in the performing arts and in business. These ideas are fully explored in our book “ACE Teams – creating star performance in business”.

This workshop draws heavily on the way theatre teams work. These teams come together, need to gel and produce outstanding performance. Often the team members have to overcome their biases of ways of working, trust each other, align and keep focus on the over all performance of the ensemble

Maynard Leigh Associates for the last 28 years, using experiential methodologies have enabled many leadership teams to adapt a peak-performance culture!!

This culture includes Connected, Engaged, Empowered, Proactive, Collaborative & fearless team members.

This is a total shake-up, wake-up and creative challenge for the teams.

# Your Need As We Understand

## Situation

Rio Tinto is an Australian – British multinational and one of the world’s largest metals and mining corporations. The participant profile for this program comprises of **20 – 25 leaders** who belong to different verticals within the company such as business services and financial services. Some of them belong to Rio Tinto’s **India Leadership team (ILT)**. The MD will also be a part of this profile. These leaders are well performing, “self-driven” and mostly manage their responsibilities in their respective verticals. These verticals are not necessarily dependent on each-other since the structure of the organization is divided into matrices. Within the team, exists a slight resistance to a coherent approach, which might be leading to a fall in India Story’s talent credibility.

## Opportunity

The participants have an opportunity to create a unified culture in Rio Tinto’s India office. While the company currently has a team-specific culture, the leaders wish to create unison in the way the India office operates to have better mind space in front of their UK and Australian counterparts. Seeking help from each-other and updating each-other of their business activities will pave paths of collaboration and interaction between the participants.

A few of the opportunities that the participant group has at hand are:-

- The participants need to work cohesively and be aware of their organization's future plans
- They need to open up with each other and communicate regularly
- They need to have an aligned vision towards the India office’s growth and future
- They need to overcome working in silos in a fragmented work culture
- Participants need to recognize the importance of knowledge sharing and find strength in unifying with each-other.

## Implication

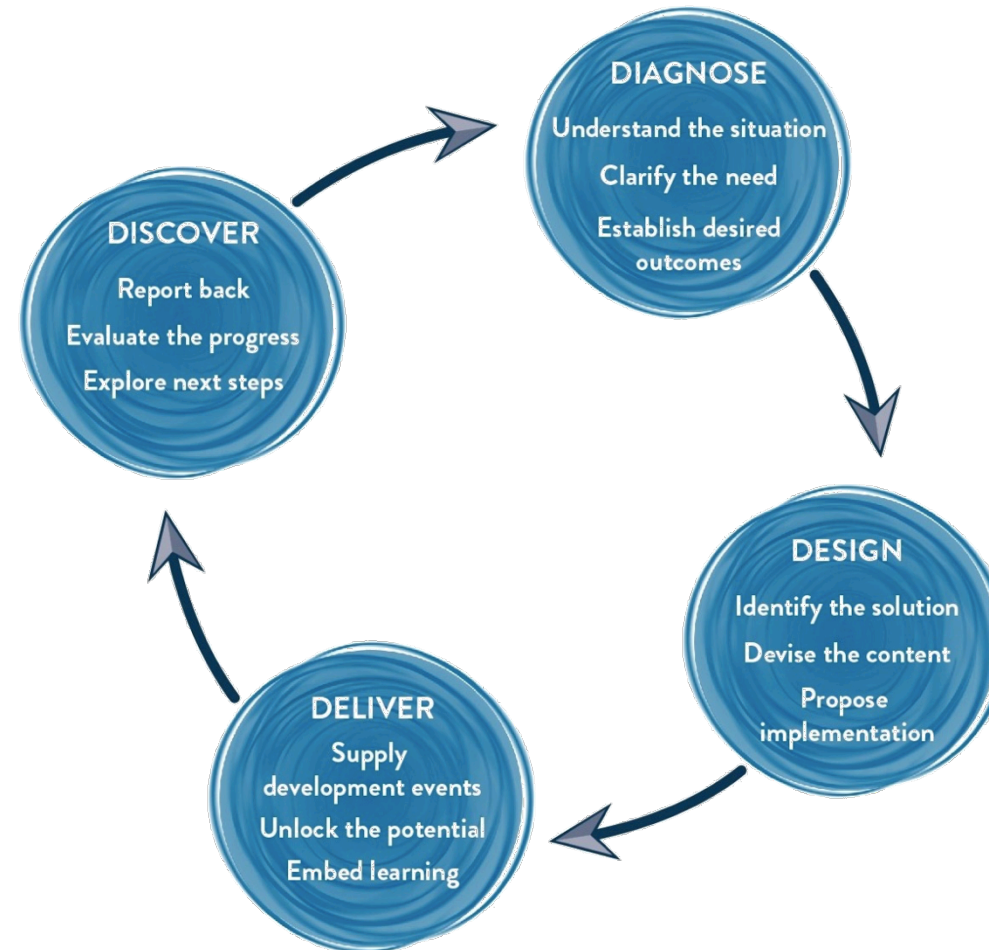
With redeeming these opportunities, the following implications will arise:

- Attracting the right and better talent which truly represents the Indian brand image of Rio Tinto
- Increased credibility of India’s talent at a global level in the company
- Greater communication will allow leaders to re-deploy resources and ensure “talent portability”

## Need

Rio Tinto would like Maynard Leigh to deliver a unique workshop that will help these participants create an appetite for them to come together and learn, work together not just within verticals but also across verticals and generate collective excellence within the organization, to truly embody the brand image of Rio Tinto India, in their flesh and blood.

# Our Approach



## Methodology

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

# Our Approach | Diagnosis

*In the Diagnosis Stage we delve deeper into the issues faced by the business and the participants:*

We would want to connect with a sample (30%) of the target participants, the HR stakeholders and the business stakeholders to collect information about the business, objectives, possible gaps, and expectations from the lens of this population.

This shall be done via phone conversations and our curiosity shall be the following:

*From the GMs (members of the ILT):*

- Org structure of the organization and different teams
- Their relationship with their colleagues within their team
- Their relationship with their colleagues outside their team
- Current emotions around this dynamic within the team
- What opportunities they currently have to interact with each-other
- How aware they are of their surroundings
- Gather anecdotes, examples & situations to understand how they feel and why they behave in a certain way – Will help us understand the impact it has or can have on the business according to the participants

*From the MD:*

- His short and long term vision of Rio Tinto's India office
- Perspective of Indian talent's representation at a global level in the company
- Anticipated fear if this continues
- Expectations from the India team
- Why should the India team come together
- Anticipate Trust Contract (explained in slide 10-11) behaviors



## Our Approach | 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.

# Learning Outcomes of the Workshop



## Think

- My perceptions can limit my interactions with my team members
- I can make greater impact when I collaborate with my colleagues
- There is strength in unity and knowledge sharing
- Greater communication facilitates cohesive working.



## Feel:

- **Bonded** to work & collaborate in a more exciting way
- **Aligned** with the India team
- **Excited** to work together as a unit
- **Comfortable** in holding regular conversations with my colleagues.



## Be more able to:

- Build an enabling environment that leads to better organizational performance
- Leverage strengths and show confidence in my colleagues across other verticals
- Share knowledge and develop unison across different teams
- Represent the Indian brand image in its truest sense.



# Workshop Day 1 Tentative Design (Max 25 Participants Per Batch)

Narrative	Session	Session details	Methodology
Getting acquainted with Maynard Leigh	Introduction	Welcome and a warm up, setting the context Maynardleigh & facilitator Introduction	Theatre exercise
Seeing each other in a vulnerable and fun space.	Crazy Act	Using humor and drama in bringing an energetic start to the workshop.	Fun theatre by participants with props etc.
It is important to align our own goals to that of the India team office.	Team Metaphor	Alignment - Personal & Team - highly creative way to unearth the thoughts on the current status & expectations within the team. Like with most exercises, it is often the process that's more important than the result.	A creative participant led exercise
It is important as team members to make other people shine. We do this by appreciating what your genuinely like about them.	Acknowledge and appreciate each other	Participants will go to at least 3 people in the room and will acknowledge and appreciate them for what they have done. Be authentic!	Group Activity
To realistically understand how accept and build will play out in actual scenarios, understanding the challenges and seeing different perspectives.	Improve Theatre Accept and Build	Participants create freeze frames and work together to create one scene versus several individual scenes	Group Activity
How do we help others and make them shine? Building an enabling environment for better organizational performance	Make the other shine - tableaus	- What is the purpose of feedback? - How can we give feedback?	Experiential

# Workshop Day 1 Tentative Design (Max 25 Participants Per Batch)

Narrative	Session	Session details	Methodology
We give feedback all the time. Is it factually or are we working out of our assumptions and judgments?	Managing Difficult Conversations - Yes and; Feedback Formula	Difficult conversations often need structures to make them easier	Improv Theatre and Role-Plays; Facilitator led
Working together involves really 'seeing' each other.	Tai Chi	An experience of how openness and trust can increase the possibilities of working together.	Experiential theatrical exercise
Every working relationship works when there is TRUST in it. How does one build people's trust in themselves? Is it even possible? Credibility is something that you have been hired for. Reliability, intimacy and self-orientation have to be worked upon in every new space that we enter.	TRUST Formula	The foundation of any new relationship is trust. How does one build a solid foundation?	Individual plus Team Activity
How to create the India team brand image internally and further externalize it? What do we bring to the table for Rio Tinto Global?	Recap & Action Planning using TRUST CONTRACT	<ul style="list-style-type: none"> <li>• Review learning points of the course</li> <li>• Identifying next steps</li> </ul>	Recap & Action Planning
How to sustain this learning?			

# Ways to Sustain the Change

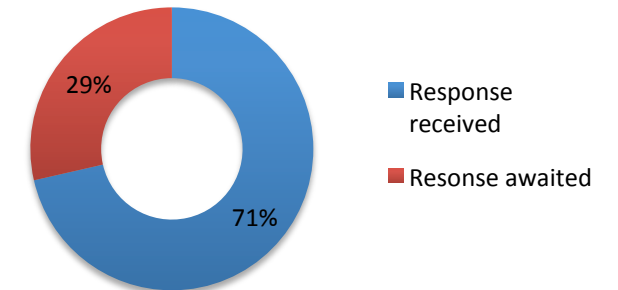
## TRUST contract



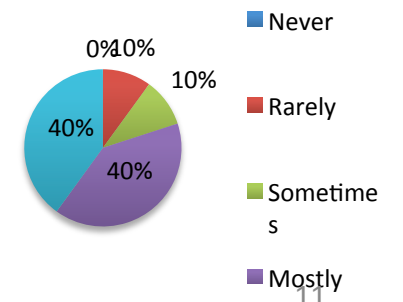
The “TRUST Contract”: The team at MLA will ensure that the behaviours the team agrees to adhere to at the end of the event are captured in a ‘TRUST Contract’. This contract will be provided as a soft copy that may be printed as a poster in A3 size.

Post this, 3 months later The team at MLA can also design a “dipstick” survey based on the contract so the team can check how they are doing on the behaviours and a final report will be generated.

## Dipstick Survey



Question 1:	Do you talk 'to' people, not 'about' people?
Rating	Response
Never	0
Rarely	1
Sometimes	1
Mostly	4
Always	4



# Room Layout



The Setting



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)



# Discover



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

# Your Investment

<u>Diagnose &amp; Design (For the whole Intervention) – ONE TIME COST</u>		
Half – Day Diagnostic Interviews and Design ( creating report, customizing design, presentation of design)	INR 46,000 /-	
<u>Delivery (for 50 participants*)</u>		
<u>Activity</u>	<u>Investment</u>	
Professional fee for delivery of one day ACE Teams workshop	INR 75,000 per day per consultant X 2 days X 1 consultant	INR 1,50,000 /-
Learning Material (Handouts), Books, Certificates and Folders	INR 700 per participant X 50 participants	INR 35,000 /-
Trust Contract	INR 3000/-	INR 3000/-
Dipstick Survey	INR 300 per participant X 50 participants	INR 15,000 /-
Total Investment for journey covering 50 Participants ( 2 batches)		INR 2,49,000/-
Total investment per participant		INR 4,980/-

\*In case of more than 25 participants, 2 Maynard Leigh consultants will be needed.

# Commercial Terms & Conditions

- ❖ Client is responsible for providing venue, conference facilities, AV equipment.
- ❖ Travel outside Delhi NCR - Air, stay & airport/ venue cab transfers to be taken care by the client.
- ❖ Travel inside Delhi NCR - at Rs. 12.00 Per Km.
- ❖ Not inclusive of applicable taxes (GST@ 18%)
- ❖ 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 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, 2018
- ❖ Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”



# Next Steps



- **Vendor Empanelment:** Since we are working with you for the first time, let us initiate the vendor empanelment at the earliest
- **Contracting and PO:** Once we close on the vendor empanelment, let us close on the contract and PO.
- **Book:** Let us block the dates for the Diagnosis and Design right away so that we have consultants available for you.

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



For further information please connect with:

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