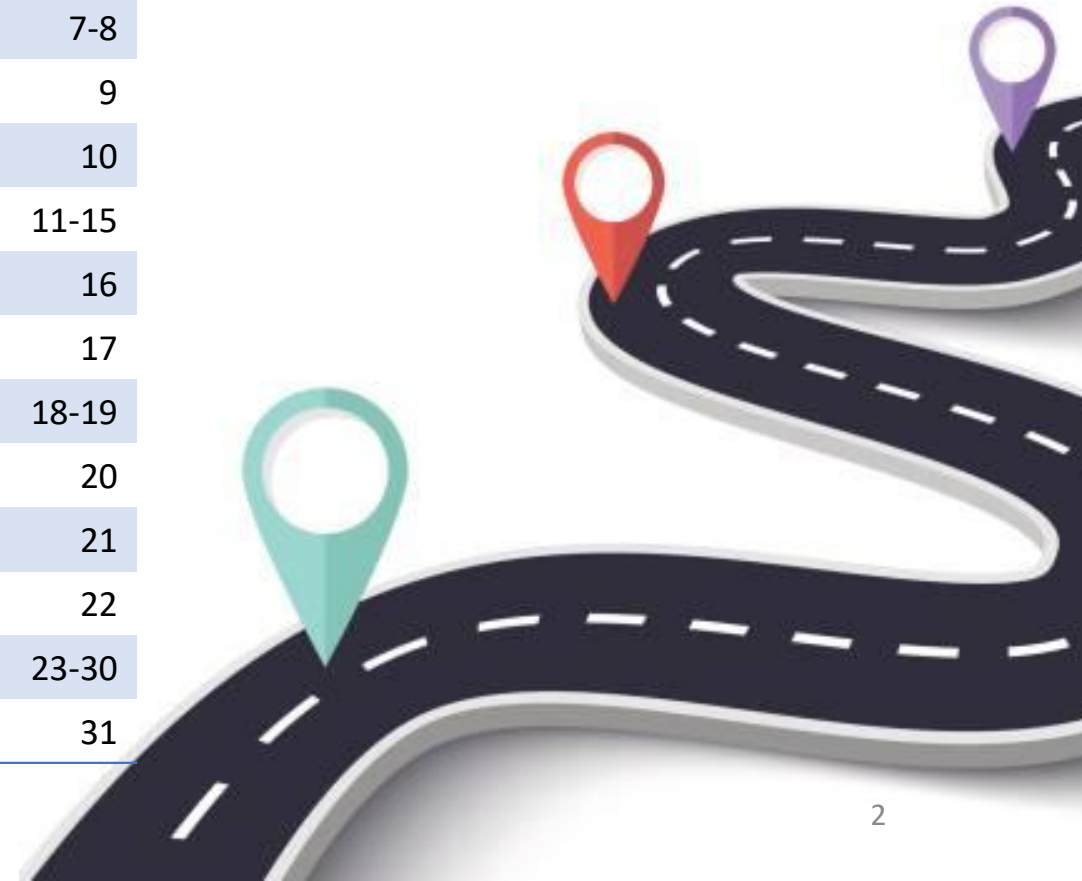




# HAVING PERFORMANCE CONVERSATIONS

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# THE MANDATE

## Background

Birlasoft is an information technology corporation headquartered in Noida, India. Founded in 1995, the company employs 4000+ employees, globally located in 4 continents across offices in USA, Europe, Australia, Singapore and Malaysia. Birlasoft, a globally trusted IT service provider has been a partner in the IT transformation over the past 2 decades. Birlasoft and KPIT are going through and merger this year and will again go through a demerger to become a separate entity.

## Situation

There are approximately 130-200 Project managers, senior project managers with a total experience of 8-12 years. A new software for goal setting in 2018 has been adopted and managers are required to have effective monthly performance/ feedback conversations with their team members. To make these interactions more impactful, the managers need to enhance their coaching, mentoring and feedback skills.

## Opportunity

There is an opportunity to enhance the coaching, mentoring and feedback skills for the target audience and make their conversations more focused and structured. Since they might be learning from their leaders, they might need the relevant tools and experiences to make their conversations more effective.

## Need

Birlasoft would like an intervention which is theatrical & experiential and create transformation within the leaders. The entire performance management system will be rolled out in 3 phases- Goal setting, Continuous Feedback, Performance appraisal conversations. Maynard Leigh recommends a foundation session in the beginning of the journey with the senior leaders to set the context of the performance culture.

# AN IDEA

Today's successful leaders are people-focused and know how to unlock individual's potential. Because they understand people and their motivation they no longer rely on the traditional 'command and control' style for getting things done. Thus every manager, leader or supervisor has to be a master in consulting their team members to set goals, coach and mentor to enhance their performance and give- receive feedback.


Businesses develop by growing the people within them. Goal setting, giving feedback and having performance conversations while coaching and mentoring is a vital component of leadership as it is one of the strongest means at the manager's disposal to achieve such growth. We see performance management as two people working together to develop best performance. It needs a dynamic and creative relationship.

Supporting people in their performance requires far more than direction or instruction, and great coaches are willing to invest time in the development of people and their ability. They use insight - looking at what it would take, and what they can do, to bring each person towards their potential.

This event provides the tools, expertise and creative stimulus to make your people's goals productive, give factual and authentic feedback, have performance conversation with ease. It's highly experiential, using a wide range of methods and lots of practice and feedback so you can build a clear sense of your own personal style, a picture of the future and providing inspiration.



# WHY MAYNARD LEIGH



Methodology includes Theatre, Psychology & L&D tools to create experiential learning solutions.




Over 27 years of experience - delivering work across the globe from our offices in UK, India and US.



We understand that each team, company, industry has its unique needs. We follow an exhaustive 4-D process to customize interventions.



With years of research, their philosophies are published with leading publishing houses like Financial times, Pearson, DK, etc.



Have worked with teams at Cognizant, Genpact, Sterlite, Soprasteria, Coca Cola, Ericsson, EY, Mckinsey, Pepsico, SC Johnson, Nestle, GSK.

# OUR APPROACH



We would start with a further **diagnostic** conversation with different participants in your organization . We may also run an online profile to gauge the feedback for individuals to then **design** experiences delivered using theatre methodologies in the workshop along the lines indicated in this proposal.

The experience for the leaders would be **delivered** by an experienced MaynardLeigh facilitator. We pride in creating unique experiences which would help the team connect back to their behaviour's at work and otherwise.

We would recommend a **discovery meeting** with you after the workshop has been completed in order to get feedback on the themes and issues that were uncovered.

## Methodology

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

# THE DIAGNOSIS

We propose to also spend two days in your office to meet HR stakeholder, target participants and their managers. All the combined inputs will be incorporated into the design to make it more relevant.

We specifically gather information on:

- Understand the business model of Birlasoft
- Understand the key business processes (at a macro level)
- Understand the goal orientation
- Study the organization chart, competencies and job roles of the target participants
- Understand the performance management system
- Understand the protocols on offering feedback, if any
- Pick up 10 case lets / scenarios of communication in the organization
- Interview a senior leader (CXO) who shares the expected cultural compass around giving feedback, mentoring, coaching
- Interview participants, their managers (30 minutes each) to find out what are some of the challenges they face while giving feedback, communicating with the team members
- Ask the same audience about what kind of issues require communication interventions
- Expectations from the workshop
- Gather anecdotes, examples and situations in which the leaders communicate in a certain way and the impact that has on the business.





Post the diagnosis, we get into the design phase of the learning intervention.

Here are 2 things we will do:

### Design Customization:

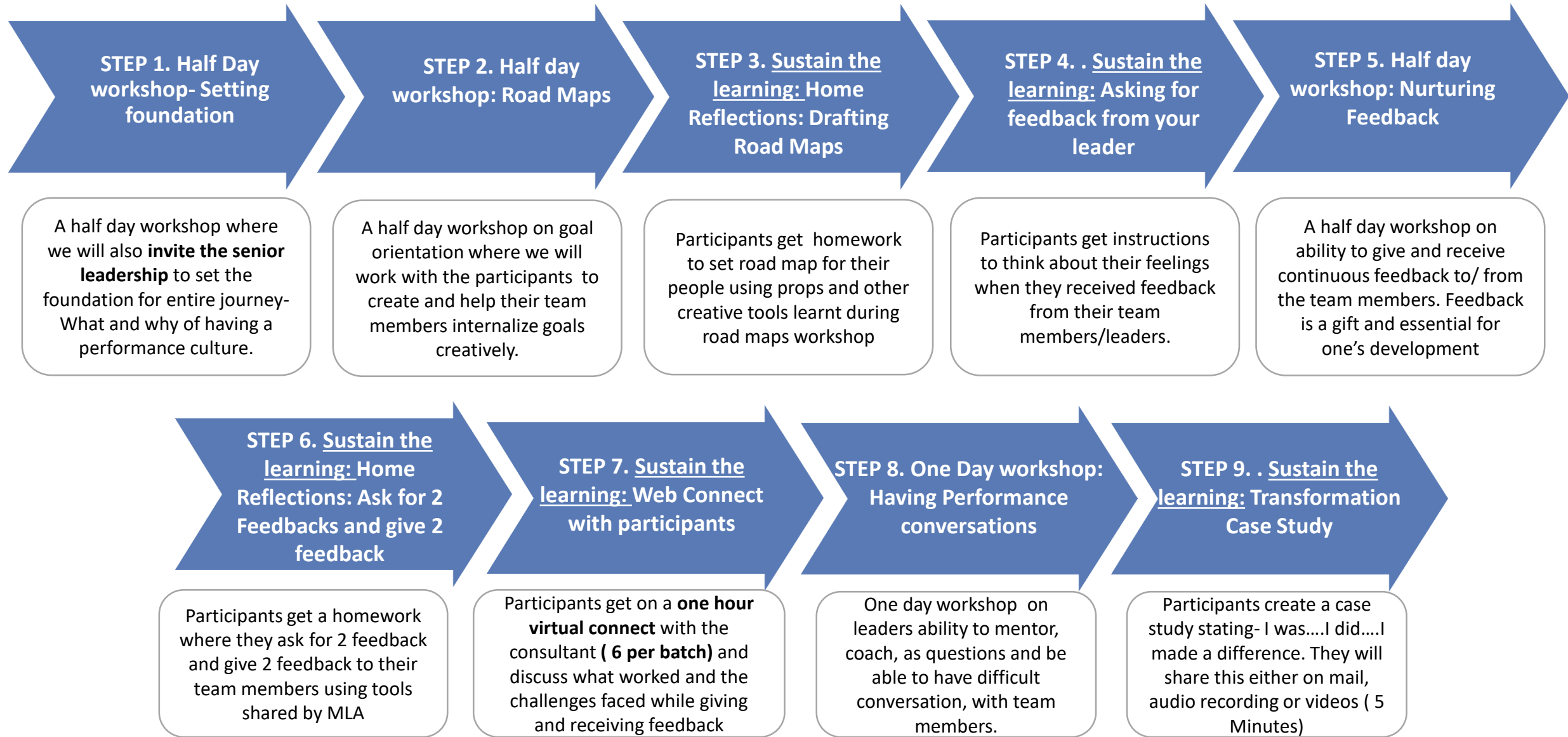
The consultant will design the final objectives and customize the content of the learning intervention. Modules of the workshops are designed, activities are mapped to the examples, new handouts are drafted based on the content.

## Design Presentation:

The final objectives and design of the learning intervention are presented to the learning partners/stakeholders via skype/call/in person



# THE TENTATIVE JOURNEY



# THE TENTATIVE LEARNING OUTCOMES, the think feel and act have been mapped to each session

The objectives are based on **think + feel + act = performance**

Based on research done in instructional design that points to the fact that wholesome learning occurs when cognition (thinking) aligns with emotion (feeling), which then need to align with the sensorial or kinesthetic (new actions or what a person does differently after experiencing the learning)



## Think:

- To unlock potential of my team members, I need to see beyond my perceptions- **foundation session**
- I understand the importance of performance culture- **foundation session**
- I need to be creative while setting goals of my team members- **Goal Setting**
- Offering observations and facts helps to make our feedback land on the receiver- **Nurturing Feedback**
- Feedback is a gift and should be extended without any biases- **Nurturing Feedback**
- I see the value of mentoring and coaching my team- **having performance conversation**
- I can create win-win while having difficult conversation- **Having Performance Conversations**



## Feel:

- **Clearer** of my non negotiables- **Foundation Session**
- **Aligned** into the idea of having performance conversations- **Foundation Session**
- **Excited** to use creative ways of drafting team members'- **Goal setting**
- **Ready and equipped** to give developmental feedback- **Nurturing Feedback**
- **Confident** to manage diverse group of people- **Having Performance conversation**



## Be more able to:

- Give feedback instantly, constantly and factually- **foundation session**
- Foster adoption of the new performance management system and be people's guide in their development journey- **Foundation Session**
- Support team members in their goals SMARTS- **goal setting**
- Give feedback basis on facts and not perceptions- **Nurturing Feedback**
- Put complete attention on the other person while sharing feedback- **Nurturing Feedback**
- Develop people through coaching and mentoring- **Having Performance conversation**
- Use YES Anding to reduce conflict during difficult conversation- **Having Performance conversation**

# STEP 1: TENTATIVE DESIGN HALF DAY- Foundation Session (MAX 25 PARTICIPANTS PER BATCH PER CONSULTANT)

Session	Session details	Methodology	Competency/Objective targeted in this session
Introduction	Welcome and ball context setting Maynardleigh & participant Introductions	Theatrical warm ups Experiential Context setting	
Cut Story	We have many colours, however, experiences dry up some of our colours. It's possible to retrieve them. The competence model is shared.	Facilitator Led	Our personality is often limited to a few colours and that limits the impact that can be created. Let's begin our journey to unlock our potential and begin including our lost colours into the palette of our personalities.
Napoleon	Leading by looking at the invisibles in a person. Looking beyond our perceptions & judgments about people to find their real potential and then helping them develop that.	Facilitator Led; Participant Work	Unlocking the potential of your people and looking beyond our perceptions
Skip Game	A game that creates a stressful situation to bring out the natural feedback pattern of the leader. This is to check for behaviours that participants struggle with while offering peer to peer feedback.	Experiential Game	Give feedback instantly, constantly and factually
Feedback Culture: Permission to Fail	The activity also brings and provides good opportunity for them to communicate effectively to manage the team.	Individual exercise	It is imperative to create a culture where there is permission to fail.
Non Negotiable	Participants draft a list of non negotiable for their team members aligning them to business objectives	Individual participant	What are your non negotiables as a team leader
Closing	<ul style="list-style-type: none"> <li>Participants in the workshop space write a 50 word essay on why feedback culture and post it on LinkedIn</li> <li>Goodbyes</li> </ul>	Action planning Completion	

## STEP 2: TENTATIVE DESIGN HALF DAY- Road Maps (MAX 25 PARTICIPANTS PER BATCH PER CONSULTANT)

Session	Session details	Methodology	Competency/Objective targeted in this session
Introduction and Context Setting	Facilitator Introduction, (Brief Encounters with last two questions eliciting participant strengths and challenges while managing performance conversations) Road map of the whole day	Facilitator led; Storytelling	Ensure participants feel comfortable, informed of the objective to be achieved and are ready to learn
SMARTS Goals	Making goals SMART- Sensible, measurable, achievable, realistic, time bound and stretched. Activity using ringtoss where participants are asked to reach a goal without any instructions	Individual activity	Understand how to set goals which are SMART in nature
Pictionary	Participants use creative ways to understand and make their goals and in turn learn how to make goals for their teams creatively	Game based learning	What are your goals? Do you remember them? How to make recall high for the team members
Creative Presentation	Participants use props and other creative tools to present their goals	Individual participant	
Closing	Participants are asked to make goals for their team members using the learnings from the session	Action planning Completion	

## STEP 5: TENTATIVE DESIGN HALF DAY- Nurturing Feedback (MAX 25 PARTICIPANTS PER BATCH PER CONSULTANT)

Session	Session details	Methodology	Competency/Objective targeted in this session
Context Setting	Facilitator Introduction, Getting to know each other (Brief Encounters with last two questions eliciting participant strengths and challenges while managing performance conversations) Road map of the whole day	Facilitator led; Storytelling	Ensure participants feel comfortable, informed of the objective to be achieved and are ready to learn
Balti Game	An experiential game to understand the need to have purposeful, goal oriented clear communication	Experiential In Pairs	Confident about giving helpful and constructive feedback
Feedback Formula	To be able to give fact based vs perception based feedback, participants learn how to do their homework and structure the feedback.	Practice Sessions	Offering observations and facts helps to make our feedback land on the receiver
Addressing Gender BIAS	Participants share their own stories of being judged on gender aspects that they have no control over.	Done in pairs	While there are innumerable unconscious biases that exist at any given point. Gender bias is one of them. These are the red flags that we need to watch out for.
Tai chi Sticks	Conversation is actually between 2 people. Where would you put your focus of attention?	Experiential Exercise	Putting your attention on the other person. Trying to understand their needs and being able to create a comfortable space for each other.
Closing	<ul style="list-style-type: none"> <li>Participants finalize 2 people: 1 who they will give feedback and 1 who they will receive feedback from</li> </ul>	Action planning Completion	

# Step 8: TENTATIVE DESIGN ONE DAY- Having Performance Conversations (MAX 13 PARTICIPANTS PER BATCH PER CONSULTANT)

Session	Session details	Methodology	Competency/Objective targeted in this session
Context setting and warm up	Through a theatrical warm up setting the context of the day	Facilitator led; Storytelling	Participant get aware of the objectives of the day
Psychology of Peak Performance	The facilitator shares research from the world of sports psychology that talks about the formation of patterns as we get older. What is the work-behaviour pattern that you want to create?	Facilitator Led	What is peak performance? Are we living it? Why are there commitment gaps? The benchmark for our potential that we set for ourselves, stays for life. The gap between our potential and actual performances is what often stands between achieving or not achieving our goals
One Size Does not fit all	<ul style="list-style-type: none"> <li>•Situational Leadership</li> <li>•Skill/Will gap recognition</li> <li>•Planning each individual team member's development based on their specific need &amp; context.</li> </ul>	<ul style="list-style-type: none"> <li>•Theatre exercises</li> <li>•Game</li> <li>•Interactive exercise</li> </ul>	How to manage underperformance? We have diverse people in our team, how to manage them based on their individual needs.
Managing Difficult Conversations - Yes and, courage and consideration	We are often blaming bad communication to 'difficult people'. Let's look at what the behaviours of these 'difficult people' are and what our behaviours are while dealing with these people. Can we see these interactions from a different perspective? Is there still space to create an impact in these interactions?	Improv Theatre and Role-Plays	To handle difficult conversations, we need to accept and build on people's ideas. We need to keep a balance of courage and consideration while having a conversation.
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	I see the value of a self-managing team
Coaching	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.	<ul style="list-style-type: none"> <li>•Theoretical base</li> <li>•Practical exercise</li> <li>•Role plays</li> </ul>	Coach & Develop Aligns & actively supports career expectations. Coaches others to find their own answers.

# Step 8: TENTATIVE DESIGN ONE DAY- Having Performance Conversations (MAX 13 PARTICIPANTS PER BATCH PER CONSULTANT)

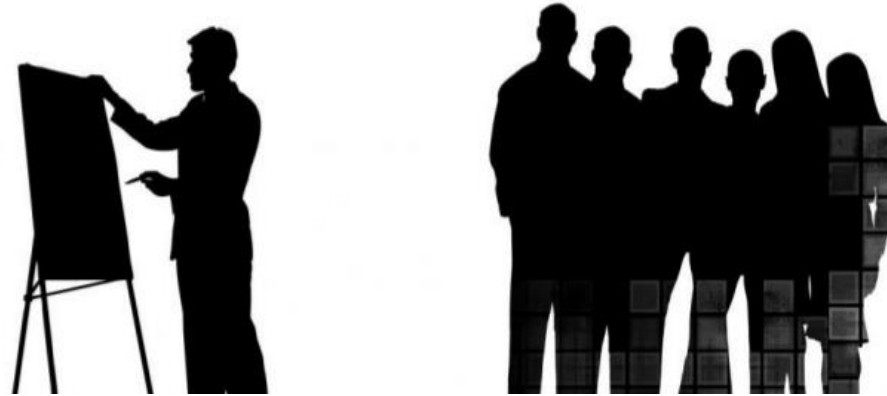
## Rehearsal Space

Participants write down their individual case lets , challenges that they are currently facing & put them in a fish bowl.

Facilitator takes out one of the scenarios, reads it out to the entire batch and asks for volunteers to come and enact that scenario. (Facilitator can choose to disclose/or not disclose whose scenario is it, taking a buy in from the batch) Fish Bowl.	Play & Pause – Role Plays are being done, audience is also interacting/giving suggestions.	Dealing with Real Life Scenarios. & giving the participants various perspectives to look at their own situation. Participants being coached as well. We will also record the rehearsals and share the videos with the participants
Facilitator picks up some more scenarios one by one from the fish bowl and discusses (in the same format)	Psycho Drama Role Plays	
Facilitator picks up some more scenarios one by one from the fish bowl and discusses (in the same format)	Two Chair Technique	

Note: We will bring in new ideas, models, exercises in between case lets to support the key messages OR will reiterate the same ideas that we have covered in the workshop depending on what the case let requires.

## TRAIN THE TRAINER- Optional



MLA consultants to choose a couple of trainers from the batches who will cascade the learnings to the levels below.  
This would be a 2 day session where the trainers will rehearse and work upon ways to take the learnings to the next level.



## DISCOVERY MEETINGS POST-WORKSHOP



We shall hold a one to one meeting with HR/ learning stakeholders after the workshop to take feedback on the intervention and how it was received and to determine the next action steps.

# TENTATIVE INVESTMENT COST

<u>Diagnosis &amp; Design (For the whole Intervention – one time cost)</u>		
Two day Diagnostic Interviews	INR 70,000 per day per consultant X2 days X 1 consultant = INR 1,40,000/-	<b>WAVED OFF</b>
Two day design ( creating report, customizing design, presentation of design)	INR 70,000 per day per consultant X2 days X 1 consultant = INR 1,40,000/-	

<u>Delivery ( Delhi NCR): Journey of 25 participants</u>		
<u>Activity</u>	<u>Investment</u>	<u>Total Amount</u>
Step 1: Professional fee for Foundation Session workshop	INR 35,000 per half day per consultant X 1 day X 1 consultant	INR 35,000/-
Step 2: Professional fee for Road Maps workshop	INR 35,000 per half day per consultant X 1 day X 1 consultant	INR 35,000/-
Step 5: Professional fee for Nurturing Feedback workshop	INR 35,000 per half day per consultant X 1 day X 1 consultant	INR 35,000/-
Step 6: Web connect ( 4 batches in a day- 6 participants per batch)	INR 62,500 per day per consultant X 1 day X 1 consultant	INR 62,500/-
Step 8: Professional fee for Having Performance Conversations workshop	INR 62,500 per day per consultant X 1 day X 2 consultant	INR 1,25,000/-
Handouts, Folders and certificates for the entire journey	INR 700 per participant X 25 participants	INR 17,500/-
Total Investment per batch ( 25 participants)		INR 3,10,000/-
Total investment for 4 batches in Delhi NCR		INR 12,40,000/-

# TENTATIVE INVESTMENT COST

<u>Delivery ( Outside Delhi NCR): Journey of 25 participants</u>		
<u>Activity</u>	<u>Investment</u>	<u>Total Amount</u>
Step 1: Professional fee for Foundation Session workshop	INR 45,000 per half day per consultant X 1 day X 1 consultant	INR 45,000/-
Step 2: Professional fee for Road Maps workshop	INR 45,000 per half day per consultant X 1 day X 1 consultant	INR 45,000/-
Step 5: Professional fee for Nurturing Feedback workshop	INR 45,000 per half day per consultant X 1 day X 1 consultant	INR 45,000/-
Step 6: Web connect ( 4 batches in a day- 6 participants per batch)	INR 62,500 per day per consultant X 1 day X 1 consultant	INR 62,500/-
Step 8: Professional fee for Having Performance Conversations workshop	INR 62,500 per day per consultant X 1 day X 2 consultant	INR 1,25,000/-
Handouts, Folders and certificates for the entire journey	INR 700 per participant X 25 participants	INR 17,500/-
Total Investment per batch ( 25 participants)		INR 3,40,000/-
Total investment for 4 batches outside Delhi NCR		INR 13,60,000/-
<b>Total investment for 200 participants</b>		<b>INR 26,00,000/- + taxes</b>
<b>5% of investment for out of pocket expenses</b>		<b>INR 1,30,000/-</b>
<b>Total cost of the entire project</b>		<b>INR 27,30,000/- + taxes</b>

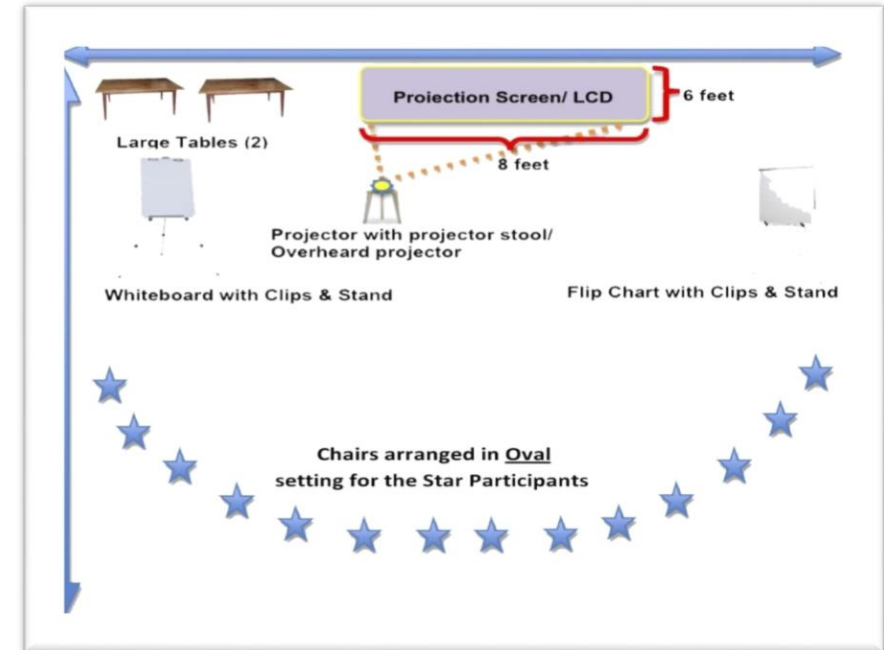
# COMMERCIAL T&C

- Client is responsible for providing venue, conference facilities, AV equipment.
- **Travel outside Delhi NCR - Air tickets, hotel accommodation & airport cab transfers to be taken are by Maynard Leigh Associates at the cap of INR 1,30,000/-**
- **Maximum 4 batches outside Delhi NCR**
- **For batches outside Delhi NCR - Dates to be confirmed minimum 45 days in advance. Once confirmed, if dates are moved then Birlasoft takes care of the cancellation of ticket over and above the cap**
- **There will be 1 batch in Bangalore, 1 Batch in Chennai, 2 Batches in Hyderabad (both the batches in Hyderabad are to be scheduled consecutive days / time slots)**
- **The payment will be made within 45 days post receipt of the correct invoice**
- Total investment not inclusive of applicable taxes (GST@ 18.00%)
- 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 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 31st March, 2019
- Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”

# PROGRAMME TIMELINES

Activity	Date and Day
Full Day Diagnosis	7 <sup>th</sup> June 2018, Thursday
Full Day Diagnosis	11 <sup>th</sup> June, Monday
Design Submission	18 <sup>th</sup> June 2018, Monday - Evening
Design Presentation	19 <sup>th</sup> June 2018, Tuesday – Second Half
Delivery	26 <sup>th</sup> – 27 <sup>th</sup> June, Tuesday & Wednesday

# ROOM LAYOUT REQUIRED



We love alternative ways of setting up a workshop! Creating an atmosphere where the participants feel absolutely comfortable, 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.

# VENUE REQUIREMENTS

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 for music playback
- White board & White board markers (2 blue, 2 black, 2 green)
- Flip chart and Flip chart stand with suitable clips
- Color 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)



**LONDON • NEW DELHI • NEW YORK**

**Consultant Profile**



## **ANAND MITTAL**



Leadership is about authenticity, it's about being yourself. This is how he defines leadership and demonstrates as well.

Total 15 years of total experience, out of which a decade of facilitation and theatre.

Anand has conducted trainings on influencing skills at work, personal impact with different stakeholders, effectively lead self & your teams, effective communication, appraisal discussions, time management, team building, customer service skills, customer satisfaction, telephone etiquettes etc.

Has also used his coaching skills with individuals at Wells Fargo, RBS, Cognizant technologies, Quattro to achieve their personal & professional goals.

He is a trained actor and a drama instructor from Barry John Acting Studio. In his experience as a Theatre director, has written many plays, street plays for amateur actors and corporates. During this process, has learnt how to deal with difficult actors, egos and to be able to create harmony amongst the ensemble. Was also a part of some corporate films for ICICI bank as an actor while in Mumbai.

Some of the clients who have appreciated his work include:

Mckinsey & Company, EY , CII ITC - CESD, Ikea, SABMiller, Cognizant technologies, Coca Cola, Maxlife Insurance, Royal Bank of Scotland, Eicher Polaris, Sopra Steria, Pepsico, Nestle etc.

## **BHARAT BABBAR**



Bharat carries with himself a decade's worth of experience as a facilitator.

To quote (and adapt) J.R.R. Tolkien; "One Ring to rule them all, One ring to find them; One ring to bring them all and in **the light, release them.**"

In Bharat's case, the "One ring" is synonymous with stories. His and yours. He believes these stories are powerful reflections of ourselves, where we find clues about what's working brilliantly for us and what could be better.

Seeking these stories has led him to some very interesting places and profound experiences.

From teaching acting at The Barry John Acting Studio in Delhi & Mumbai, working with youth at a juvenile detention facility for a NGO called STEP, to remote towns and villages in Chattisgarh – a project done in association with UNICEF, exploring conflict-resolution at various camps in a region torn apart by the conflict between the Indian army and Naxalites, to making films in Los Angeles, working in collaboration with people from around the world, to behind the camera at the IIFA Awards!

Bharat is from a business family in New Delhi and holds a Bachelor's degree in Commerce from Delhi University. He's taught acting at the Barry John Acting Studio for four years and has acted in numerous plays, films, TV and commercials.

Clients appreciate his ability to create a dynamic and collaborative environment, where they explore and challenge boundaries of peak performance together, create a space to practice and rehearse, come up with practical ideas and practices that can then be applied to the workplace to achieve measurable results.

Bharat has worked as a performance coach with many individuals and teams, facilitating their journey towards being impactful, collaborative, trusting, empathetic, creative and dynamic!

His regular clients include RBS, MaxLife, Cognizant, Ernst & Young, McKinsey, Coca Cola, Pearson, John Deere, Macquarie, Sterlite, Muratec, Penguin Random House and many others.

## **PRIYAM JAIN**

A trained counselling Psychologist and a certified drama therapy practitioner, Priyam has worked extensively with people across ages and diverse communities.



Her interest are in Positive Psychology and she has worked to design and deliver interventions that focus on enhancement of resilience, self - worth, motivation and wellbeing in her clients. She also has trained in Neuro linguistic Programming and Cognitive Analytic Therapy, both of which contribute to her ability to understand, empathize and facilitate desired changes in her clients.

Priyam started her career with Manas, a mental health organization that aims to promote proactive, preventive and positive mental health.

She was the youngest facilitator on a city wide training initiative for public transport professionals and trained more than 2000 individuals on Gender Sensitization.

She has been trained by well known theatre professionals such as legendary (Late.) B.V. Karanth, Maya Rao, Arvind Gaur, Aruna Ganesh Ram to name a few. As part of Visual Respiration, an immersive theatre group she has also been involved in devising and performing immersive theatre work, a format that engages the audience to take part in the story of the actor.

At Maynard Leigh, Priyam leads/co-leads workshops apart from being the resident Learning & Development specialist who ensures each member of the Maynardleigh team develops & reaches the next level of performance. The clients Priyam has worked with at Maynardleigh are: Penguin Random House, Royal Bank of Scotland, Aon, Cognizant, John Deere and Genpact

## **SANYUKTA SAHA**

She identifies herself as a designer of transformative experiences. She believes that theatre is full of surprises and many magical moments.



With Maynard Leigh Associates, she hopes to expand the sphere of influence of drama and its powers to the world of business and the many individual who live within it. She brings her decade long experience as a theatre practitioner, educator, and facilitator to increase her participants' personal effectiveness.

She has a postgraduate degree from the University of Leeds in Theatre and Development Studies. It was here that she engaged deeply with the possibilities of applying theatre in education, therapy, and in working with communities. She is the Founder and Artistic Director of Aagaaz, a not-for-profit dedicated to creating spaces for learning and critical thought in an attempt to weave a more equitable urban fabric. "Engaging children and young adults across social and geographical boundaries, we relentlessly question 'what is' to probe 'what could and should be' to learn ways to act and perform beyond just the stage". A group of adolescents from Nizamuddin Basti form the core of the organization.

She has been able to transition from her life as a practitioner of arts to someone who also leads a successful arts organization. Leadership, organizational structures, strategies and human resource dynamics are of deep interest to her.

As a leader she strives to create a space that is centered on people and their shared values. With MLA, her core areas of workshop delivery have been building professional presence, personal branding, executive presence, presentation skills, motivation, peak performance, impactful facilitation, and training of trainers. She has engaged with companies like Cognizant, GSK, SpiceJet, McKinsey, EY, Dunnhumby, NGK, Canara HSBC, Sopra Steria, Pernod Ricard, Delta, and many more.

## **STEEVE GUPTA**



Steeve is the Managing Director of Maynardleigh Associates India.

He is also a principal consultant in the delivery team. Steeve has worked with and consulted for Aricent, Airtel, AON Hewitt, Alcatel Lucent, Amdocs, Bharti Infratel, Birlasoft, Coca-Cola, Cognizant Technology solutions, Glaxo SmithKline, Dell Perot, Ernst & Young, Rediffusion DY&R, RBS, Max Bupa, Max Life, McKinsey & Company, Punj Lloyd, NEC HCL, Sopra, Sunlife, Suzuki and many other organizations.

Some behavioural areas that Steeve loves to work with and deliver workshops on include; Motivation for Peak performance, Team Behaviours, Vital leadership, Talent Engagement and Presenting & Public speaking.

In 2002, Steeve graduated from the University of Central Florida, with an MBA and specialization in International Business. He was inducted into the Beta Gamma Sigma honour society for graduating at the top of the business college.

In theatre, Steeve worked closely with Aamir Raza Hussain at Stagedoor productions and Oscar Nominee Victor Banerjee.

Deep Insight into people's behaviour, his experience of working with thousands of leaders, his commitment to creating an engaging, experiential & partnership based learning environment and focus on ensuring that business and individuals gain from the time spent in workshops are what make Steeve a great asset to Maynard Leigh.

## **VIVEK ARORA**

Vivek is the Co-Founder and an Executive coach at Maynardleigh Associates India, with an experience of 12 years in the area of development & consultancy.

He has coached, conducted workshops and trained over 40,000 employees and consulted companies both in India and in the US. Vivek, in capacity of a practicing psychologist and an executive coach, works with some of the senior most leaders in organizations. Some of the recent projects include; Working as an executive coach and mentor to CEO, CFO of a large multinational media company, personal coach to the finance director of one of the leading BPO's, has been a performance coach on the impact and influencing ability of executive director of a multi-national liquor company, and senior leaders of one of the top five brands of the world, and an Executive coach to the chairman of a huge global company.

He uses his outstanding histrionic skills to provide a live experience for all of his coachees. Vivek cares passionately about the people he works with and combines his solid experience and depth of expertise with a user-friendly approach.

Vivek says “I help to inspire confidence as well as pushing boundaries for improvement into high performance, through providing guidance and support to leaders. As a young CEO, I understand the challenges that Senior Executives face in managing both the strategic and day to day operational activities”.

He is a Diploma holder in counselling psychology, Diploma in International Marketing from Middlesex Community College, USA and a Bachelor's degree in Business Management from Apeejay School of Management, Delhi; he is also a part of Repertory company at National School of Drama, New Delhi. He has handled assignments in the area of Personal Impact, Presentation Skills, Communication Skills, Influencing skills, Leadership, Corporate values. He has coached extensively in the service industry to Senior and Mid Management leaders.





## **VRINDA MISRA**

“I hope you will go out and let stories, that is life, happen to you, and that you will work with these stories...water them with your blood and tears and your laughter till they bloom, till you yourself burst into bloom.”

When Vrinda stumbled upon these words by Clarissa Pinkola Estes, she resonated with them as though they had been her own.

A passionate life-liver, she has endeavored to invite into her being, art, expression and self-reflection in their varied forms. Vrinda is a certified expressive art therapy practitioner who has worked with a diverse range of clients. She also holds a Bachelor's degree in Journalism from the University of Delhi and an MBA from Symbiosis Institute of Media and Communication, Pune.

Apart from spending her years working as a writer and qualitative researcher, she has continued to actively engage with theatre and has been a steady witness to the power of drama, play & body-driven insight creation. Vrinda's entry to drama therapy and drama based facilitation came from her early days in college where she was immersed in community theatre in the form of Hindi street plays, as well as proscenium theatre.

Her current artistic practice largely involves devising and performing immersive, physical theatre pieces. She has been mentored over the last decade by several path-breaking drama practitioners including Bhavleen Gosain, Maya Rao, Aruna Ganeshram, Maitri Gopalakrishna, Anitha Santhanam and Abhishek Majumdar. At Maynardleigh, Vrinda is now engaged in the role of an Associate Consultant for Maynard Leigh India. She has previously worked as a drama based behavioral trainer with several corporate clients including, Levis, VM Ware, EMC, Fidelity Investments and UTC Aerospace Systems among others.

When she is not delivering programs, she is usually found with her nose in a book. Alternatively, she may be doodling, learning something entirely new (like clowning, Kalaripayattu, or the ukelele), working on her book of children's stories, engaged in a conversation or attempting to care for her body, family, friends and plants. Not necessarily successfully and sometimes even all at once.





- **Contract and PO:** Once we close on the commercials, let us begin the process to close the contracts and get the PO
- **Book:** Let us know the dates you are looking at so that we can have consultants available for you





Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations.

- Ralph Marston

For further information please connect with:

**Contact:** Jigyasa Sharma/ Vivek Arora

**Email:** [jigyasa@maynardleigh.in](mailto:jigyasa@maynardleigh.in) / [vivek@maynardleigh.in](mailto:vivek@maynardleigh.in)

**Telephone:** +91 9717922445/ +91 9810811385

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