



Shake-up, Wake-up

*The Vital Leader workshop journey provides a direct and hand-on approach to **effective leadership and people management***

This Masterclass is a rare and demanding way of exploring limits in a safe yet challenging environment

Your Need As We Understand

Situation

Delhivery is India's largest E-commerce enablement company today which provides express logistics services expanded to 350+ cities and processing capacity to over 1.2million shipments/day. **You have about 8 - 24 Senior leaders/Directors/VP's** who are the **target audience** for this learning journey. They come with **experience ranging between 8-10 years** in the industry within the age bracket of **about 26-32 years**. They **lead a team of about an average of 8-10 people**. They are extremely analytical, sharp and primarily engineers with management degrees from the IIM's or ISB.

Problem

A few of the issues at hand are:

- Transmitting of thoughts and **effective communication** among people within the organization is not part of their ethos
- Need to learn how to **manage and cascade change** within the organization
- Require more **clarity in terms of how to give feedback** and constructively work on it
- Need to understand the depth of how to actually **take care of their people**
- Require to understand the **importance of taking decisions with a consensus**

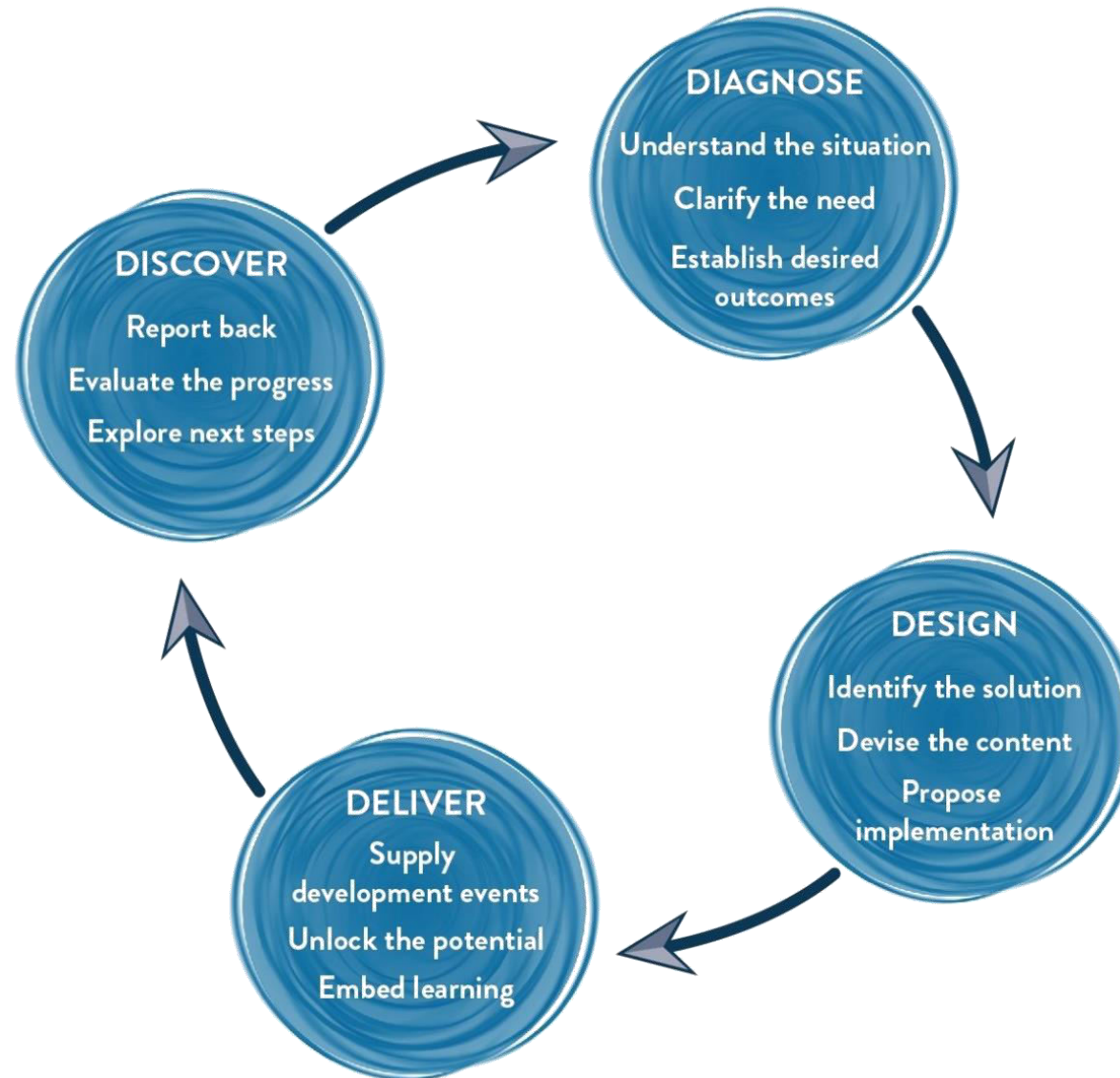
Implication

- High level of stress and strain among people which results in people leaving the organization
- Attrition rates are extremely high at 30%.
- Some of the people are unable to keep up with constant change
- **People part of the equation is missing**

Need

Delhivery would like to bring about a change within the organization via an experiential learning journey. The culture of the organization needs to be cascaded to an extent where the **"People's part of the equation"** begins to be given importance.

Our Approach



The Process of Diagnosis

On the 20th of June we met 8 of the participants. Of these there were 4 co-founders (including the CEO), 1 MD, 2 VPs and 1 SD.

a) We specifically gathered information on:

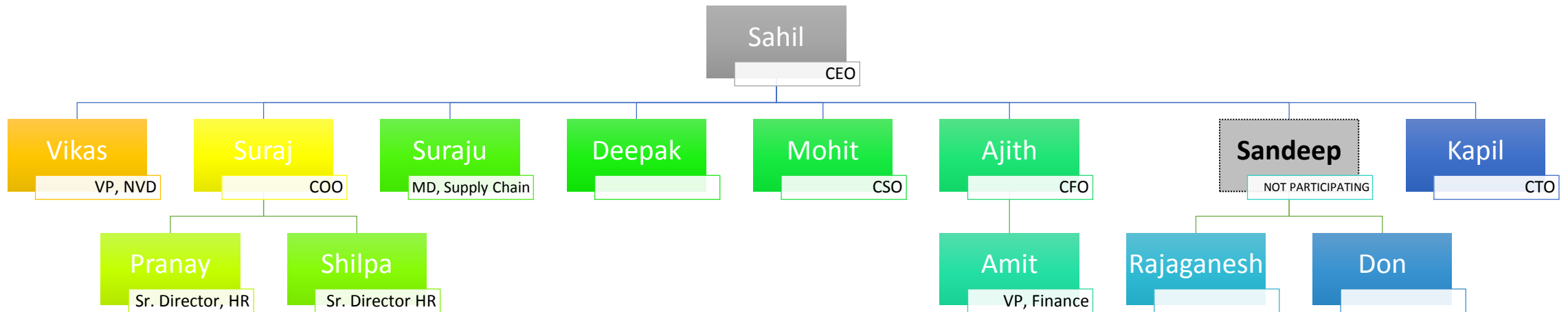
- What has been their journey with Delhivery in terms of major milestones and turning points.
- What are the values/belief systems that dictate their leadership decisions?
- What is the focus of business for the next 2-3 Years? What is their personal vision for the business in the next 2-3 years.
- What are the challenges that the leadership team is currently facing that could come in the way of Delhivery's vision? What are the implications of these challenges remaining unresolved?
- What are their expectations from the workshop?

a) We gathered anecdotes, examples & situations where leaders have behaved in a certain way and the impact that it has had on the business.

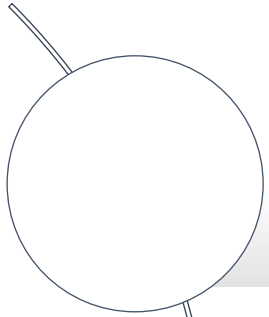
The findings from the diagnosis and final design are illustrated in the slides ahead. (Ref. – Slide No. 5 to 22)



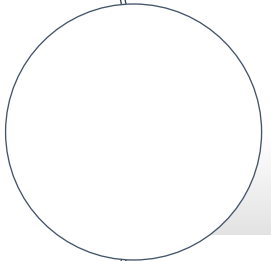
Reporting Relationships Amongst Participants



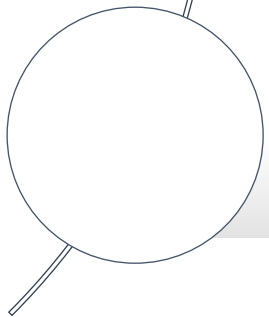
Big picture observations



The company was started by 25 year old Sahil Barua and his colleagues, Suraj and Mohit, who were working with Bain and Company. Since the inception in 2011, the company has grown by leaps and bounds with an annual turnover of INR 850 crores. Their target for the next financial year is INR1500 crores.



It is a very young company led by a team of people with degrees from the top engineering and business schools of the company and experience in some of the leading global companies. They became a part of Delhivery because it was exciting to get together and find solution through business to an existing gap in the e-commerce industry. They have grown by leaps and bounds. The company's story can be found [here](#).



The company has a very unconventional way of working. They continue to look at problems and finding solutions rather than blindly following the norms set by the world of business or even their industry. For eg. There is a choice in terms of the leave policy one wants to follow (2 Saturdays or any number of leaves any time), one can also work from anywhere, there is a department solely working towards innovation, amongst many others. Many of the participants that I spoke to, also said that they work here because they are passionate about the space, and not because this seems like the most sensible career choice.

Acronyms and terms to remember

NVD

- New Venture Development

EC

- Executive Council (top 8 leaders)

IJP

- Internal Job Posting

AOP

- Annual Operating Plan

LTL

- Less than Truckload (Business to Business Distribution)

STAF

- Special Task Force reporting directly to Sahil. The team comprises the best of the engineers in the company and is spread across the network to manage crisis.

Constellation

- Special team for partner management reporting directly to Sahil.

Drop at Store

- An NVD moonshot that change the face of last mile distribution by engaging local retail units to deliver to the end customer.

Fulfillment Centre

- A space that stores commodities for distribution.

Sales Force

- CRM used by Delhivery

Verbatims – How has your journey with Delhivery been so far?

One of the founders, though my primary domain is people management, I still look at operations, especially for new businesses.

Started the company with Suraj and Sahil and it has been full of highs and lows. I went from being aggressive to conservative and am now trying to strike the right balance.

I have been there almost since the inception and lead the NVD. We have a culture of permission to fail that is great for experimentation.

Initially I would be left wondering at the culture of this place, business was being diversified without consolidation. Very different from the other places that I have worked with.

The journey of the company is my journey with the company. The founders of Zomato were friends and through them we realized the big gap that exists in the e-commerce industry and decided to build a business as a response to this gap.

My journey with Delhivery has been a bit of a rollercoaster. Started with a high, hit a low, got better again, and now it has plateaued.

With so many years of experience in FedEx and Flipkart what excites me about Delhivery is the freedom to create.

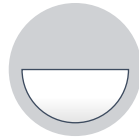
Verbatims – What are your leadership values?



Work like a cult without boundaries of targets

I haven't really thought about the values that guide me as a leader. For me my team should work like a cult and without any targets hanging over their heads. Targets can make people myopic. I want to work with owners and not employees.

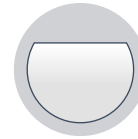
Eg. If the industry standard say 24 deliveries a day and all that we are chasing is that number 24, then how will we come up with new ideas. Today, because of innovation, we deliver 40 packages a day.



Hardwork

There is no substitute to hardwork. Sometimes due to success, a sense of entitlement creeps in. That needs to be battled. I push my team, so that complacency doesn't set in.

Eg. One of our moonshots, drop at shop, was very successful. It changed the way we deliver to a great extent. Now on the basis of that some complacency started creeping in, but now I have created more avenues of research and possibilities, that are pushing everyone to keep up the rigour.



Agility and Adaptability

As an company we are in a place where decisions need to be taken quickly. Ideas need to be tried out. We cannot keep waiting for everything to be set up before moving ahead. Sometimes you work on an idea and then figure that someone else has found a more efficient way of doing the same thing. In that moment we ditch our idea and adapt the new one. Things need to be simplified.

Eg. Right now with the GST coming in, we are only focusing on getting the numbers in our systems as quickly as possible. Then, we will tackle the problem of invoicing in a new way.



People Centric

We need to be people centric. We need to be focused on the star performers, so they can engage with the non-performers. If people are not performing for long, then they need to be moved, and that decision needs to be taken quickly. I don't want process monkeys. Delivery needs people who can think for themselves.

Verbatims – What are your leadership values?

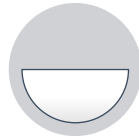


Strong Work ethic

Agar kaam nahi hua to raat ko neend kaise aati hai?

I don't have a problem with people working from home or calling me and saying that they are not in the mood to come to work on a particular day. As long as work gets done, it's all okay. There is a lot of flexibility and a lot of trust. The team is spread across the country and yet they can reach out any time to voice their concerns.

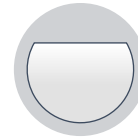
Eg. Just today, a team member called to say that someone at home is unwell and they need to take leaves. I told them that they do not need to waste their leaves if they are up for working from home.



Ownership

I believe in handholding new teams till they reach a point where they can completely lead the initiative and do so with ownership.

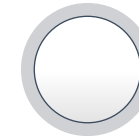
Eg. The STAF team was created by me to handle any crisis situations that arise due to weather conditions, etc. Now they are spread across the network and are adding value to any department or region that they work with.



Not being overtly appreciative

I have often received feedback about not appreciating my team enough. I find it odd to appreciate people for the basic work that they are meant to do. My leaderships style is to give appreciation only when it's really due.

Eg. There is a Rewards and Recognition program in the company and every leader has to nominate team members for the awards. I have only nominated 2 of my team members in the last two years and they have both won the award.



Intellectual Curiosity

Don't let industry standards or best practices decide a solution for you. Let your curiosity guide you in finding the best possible solution.

Eg. We were recently discussing the policy taking leaves. I suggested why don't we do away with any such policy. Why do we need a leave policy. If people feel a sense of ownership, they will not take a leave without a reason in any case, and that's what happens.

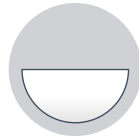
Verbatims – What are your leadership values?



Hands off leadership

As a leader I don't like to micromanage my team. There is a job to be done that is stated, and then the team can look for their own solutions.

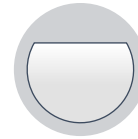
Eg. ID cards need to be made in the first week of joining – the team will create a process that ensures this.



Common sense

There is a problem statement that one needs to find the answer too. Of course there are certain technicalities, but most leadership decisions are based on common sense.

Eg. What should be our policy on employees taking loans? Well, we don't get any interest on a current account, so might as well give away loans, on the basis of cash flow.



EQ over IQ

As a leader I think it is imperative to value people's emotions, and as leaders we need to be emotionally intelligent. At the end of the day we are all working with emotional creatures.

Eg. Each front line worker has aspirations. We need to understand that and create structures that aid in their career development. Internal job postings will only be successful, if we are also investing in developing our people.

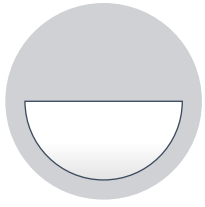


Cascading decisions

Rather than just taking a decision at the top and expecting people below to just blindly follow these decisions, leaders need to make decisions with front line in mind.

Eg. Senior leadership decided to introduce trackers, but the front line wasn't given devices. They were asked to use their own phone, and that was incentivized. It did not kick in. The decision wasn't taken keeping the front line in mind. All of them don't have smart phones, also they don't want to use their private property for work.

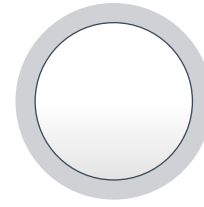
Verbatims – What are your leadership values?



Autonomy

I give my team the space to work in whatever fashion they wish, with complete freedom. My only expectation is that they don't spring any surprises on.

Eg. The financial MIS is due on the 8th of every month. If my team tells me on the 8th evening that they have been unable to collate it due xyz reasons, then it is unacceptable. However, they know they can reach out to me even on the 8th morning to solicit support for finding data.



Open and transparent culture

There are many friends in this company and that really bothers many of us. I can say that I feel very inhibited in expressing myself now. Within my team my urge is to always work towards created an open and transparent culture. Most of the discussions I have with my team members happen in the presence of other team members.

Eg. Due to a certain person's team we are unable to calculate the productivity of delivery staff, which was a big hindrance in an extremely crucial process. I found myself unable to escalate the matter for fear of annoying someone.

Verbatims – How do you envision the next 2-3 years for Delhivery?

Growth isn't going to slow down. Business will also diversify and move into international territories such as China. Manpower growth will be slower, except for the Tech team.

There will be more accountability and transparency. People will be trained to manage human resources. The motley crew of leaders would be experimenting with other business elements.

We will be the best service providers in supply chain. Clients should be able to see us as partners and not vendors. They should be able to envision their future with us in the picture.

In the next 2-3 years our business will become tech heavy. WE will become a platform, almost like Amazon. Data and intelligence will be central to our work.

Delhivery will grow into an organisation that values accountability. Also, decision making will not remain constrained to the top rung of people.

We will be the largest business of our kind in India. We would have grown at least 5 times our current size and at least 2 times in terms of manpower. We will also be a public company by then.

There will be more people in the company. There will also be a lot more automation. We will grow at a steady pace. We will be able to also build a network of those who sell via platforms like Facebook and WhatsApp – that's actually a large untapped sector. We will be big players in South East Asia.

We would have reached 14000 pin codes from the present 11000. There will be a much higher average of minimum staffing. The current 98% is just not good enough.

Verbatims – What are the current challenges of the Senior Leadership team that could prove to be obstacles to achieving this vision?

Alignment (7/8)

People with 6-8 years of experience are managing businesses worth 700+ crore in revenue. There is a lack of experience and maturity. Of course things need to move fast, however, you also realise now that as a growing company we cannot bypass processes. We need to commit to certain processes.

There is a lot of arrogance creeping into the business. We are diversifying our business at a very fast pace. Sometimes we know nothing about the sectors that we are moving into. For example, we have no idea about B2B, and yet we have moved into that space. We are also making decisions at a very fast pace. Why can we not pause think, decide and then act? Learn from those in the team who actually know something about these businesses?

We need to stay aligned. During Diwali every year, that alignment happens automatically. Everyone's priorities get aligned. That is how it should be through the year.

Changes happen very quickly in this company. However, the change management aspect is completely forgotten. When I visit other regions, people often say, "hum bhaag to rahe hai par hum jaa kaha rahe hai?" In the last 2 years the company's vision statement has changed thrice. This is a marathon, not a sprint. Even the core group of 8 is not aligned on the vision, sometimes they don't even know that there is a new vision statement. We are horrible at communicating.

Our management styles are very different and people have figured that out so they know who to reach out to for what.

Everyone needs to be able to work keeping the big picture in mind.

In the top leadership there is a space to talk in 2s and 3s but not amongst all 8.

Verbatims – What are the current challenges of the Senior Leadership team that could prove to be obstacles to achieving this vision?

Collaborative culture (8/8)

Trust amongst the leadership team is missing. If there are 8 of us leading the company then you need to trust each other and know that each of us is giving our 100% to work towards achieving the company's vision. Instead people doubt you. I say, if you have a doubt about any of the people in the top leadership team, then just ask them to leave.

There is a lot of blame game. Anything goes wrong, everyone will point fingers at another. Operations will say they couldn't manage because resources aren't enough and HR isn't helping. HR will say Finance isn't sanctioning recruitment budgets, etc., etc. It has started feeling very bureaucratic. Matters get sorted only when things are escalated to Sahil or Sandeep. That's not how it should be. We should be working as a team instead of working as individuals.

People in the senior management team are working in silos. For example, if I want to bring in any innovation in the last mile distribution channels, there is always solid resistance. People are constantly chasing KRAs and goals and that is ridiculous. How will we experiment and come up with new ways of running a business if we are constantly chasing numbers?

It's okay to fail and make mistakes. People are often afraid of failure. The culture to just try things out and fail is imperative.

Each of us is very opinionated and extreme. That coupled with our inability to communicate well is quite deadly.

We should stop micromanaging. We don't want to people to stop thinking and just executing.

Leaders don't want to give up on their decision making powers, so things slow down. Small things like when and where to do the Townhall are endlessly debated.

We don't appreciate the work done by other teams. There is a lot of blame game.

Verbatims – What are the current challenges of the Senior Leadership team that could prove to be obstacles to achieving this vision?

Difficult conversations/Communication (7/8)

There is no culture of difficult conversations, especially those related to fundamental issues in the company. When there is a crisis situation, and one of us initiates a conversation, then of course people join in and talk. The leadership team doesn't talk as much as it should.

Sahil sometimes behaves as if telepathy exists. There was a decision that was made to move the review dates. The date was changed and no one was informed. In fact even the EC team did not know. A few of them also said that it was discussed, but the fact that a decision has been made wasn't clear.

All of us are first time entrepreneurs and we are not managing each other so well. We are not communicating well enough. Even as I am saying this, I know that I am the biggest defaulter. My job is to pick order out of chaos. Right now I am making changes to the organizational structure, and I know I did a horrible job of explaining it. At one point we only wanted IJPs so I said all external job postings need to stop. All hiring stopped because I hadn't communicated well enough.

There is no space to reach an agreement from disagreement. There is very little maturity in communication. It's great to disagree. However, when it is a disagreement about the company in a meeting room, after you come out of the room, I as an employee should not be able to tell that you have had a disagreement. Also people need to be authentic in their agreements.

I worry that there isn't a culture of feedback across the company.

We don't ask each other difficult questions. We only keep expecting people who deliver to do better.

We need to be able to navigate through difficult situation without aggression and through an understanding of each other.

Verbatims – What are the current challenges of the Senior Leadership team that could prove to be obstacles to achieving this vision?

People- centricity (7/8)

Internal people should grow. We haven't invested enough time or money in their growth.

We need to respect the people that we are leading. Maybe I have a bad impression of someone, leaders here lack the maturity to keep impressions restricted to certain instances. Instead, labeling happens. We judge people harshly.

We need to get good talent and keep pushing the talent that we already have to develop further. I pick up two new technologies every 6 months, and that's essential. We need to be able to keep up with the pace with which the world is changing.

We need to develop people. We need to invest in training people. We should have a training academy. If tomorrow someone from the frontline can grow to be a top leader, we would have done our job. Even the top leadership needs training. There is very little cumulative experience in this company. We can only make up for that by investing in training and development.

This company needs a higher level of EQ. We need more empathy.

We need to be able to respect people's dignity, no matter what. There is stress seeping through the company. There is no short term impact, but this is bound to have long term implications on the health of the company.

We need more autonomy. People have different motivations and we need to be able to create a sense of ownership.

The Vital Leader Workshop

- **The next few slides talk about the Vital Leader Workshop that took place for 3 groups of participants**
- **We will now conduct another Vital Leader workshop for 14 participants**
- **The outcomes, deign and commercials are mentioned in the upcoming slides which you can look at for your reference. They are exactly the same as the previous batches that have been conducted**

From an analysis of the above observations, the following objectives had been culled out. As a result of the workshop we will facilitate our participants to,



Think:

- “It is imperative to be ready to give up on some of my opinions to be able to create an aligned top leadership.”
- “I must lead with empathy, creating a space for people’s aspirations, real life situations.”
- “Building a strong foundation of organisational culture and values is imperative for the stable future of the company.”



Feel:

- Reflective about the current state of Delhivery v/s the desired state, and what can I change in my behavior to take it there.
- Comfortable to challenge my perceptions about others and initiate honest and difficult conversations.
- Inspired to create a culture of collaboration and trust.



Be more able to

- Create alignment towards one vision and a set of values that will set Delhivery on the path to that vision.
- Prioritize people centric decision making.
- Take actions towards consolidating the company while keeping its spiritedness alive.

Design – Day One

Session	Session Detail	Narrative	Methodology
Starts at 9.30 AM			
Hello	Tight circles, Columbian hypnosis.	Quick facilitator & MLA intro followed by loosening exercises.	Actor Prep Exercises
Brief Encounters	A series of questions are asked, to which participants share the answer in pairs. Ending with Leadership Colours	Of course we know each other, and we know each other really well, let's see if there is something new to find out.	Group Exercise
Context Setting	What it takes – INSIGHT, INTIATE, INVOLVE, INSPIRE & IMPROVISE.	Why we are here? Clarity on learning objectives. Purpose – Leading through change. Principles – the responsibility is yours. The company is at its late adolescent stage – tweaking the bass, treble and volume to set Delhivery towards achieving its vision.	Facilitator Led
Vision Weaving	Delhivery Branding	What does Delhivery as a brand look like? What is it's vision, what are it's values? What is the point of Delhivery?	Art Gallery
INSIGHT SELF and the Company	Line of Continuum Leadership DNA	Where do you stand in terms of certain behaviours that are required to build the reliability of this brand? What is the current state of these values in the company? Let's test your blood for the behaviours needed to take Delhivery to its next level.	A wake up1 Shake up! Exercise



Design – Day One

INITIATE	What stops us from initiating? Inner Cast of Characters Victim Vs Observers Vs Chooser - The pillow fight	We have a vast array of characters in us, and each of these characters has an attitude. Depending on the context, these characters will either aid in performing and creating something extraordinary, or we will just remain in passive or worse passive aggressive mode.	Psychodrama
INVOLVE	Tai Chi Character Profile Finding the Napoleon	We work with people. It's important that we are able to peek into their worlds and build relations and decision making patterns based on empathy and understanding.	<ul style="list-style-type: none">- Actor preparation- Exercise- Reflection- Facilitator Led



Design – Day Two

Session	Session Detail	Narrative	Methodology
Starts at 9.30 AM			
Recap	Circle Time	Before we begin the day, what did yesterday mean to you? What did you think/feel/do differently?	Reflection & Recall
INVOLVE	Skip Game Feedback Formula	A culture of having difficult conversations supports a space that creates permission to feel.	Group Activity and Role Plays
IMPROVISE	Zax Poem Performance Principles of Collaboration Trust Formula	You are the team that is building the company, if you crack the passcode to performing collaboratively, nothing can stop Delhivery from achieving its vision. Trust is implicit to collaboration.	Improv Theatre
INSPIRE	Monkey on Our Back Clearing Videotapes Dropping off baggage	With everything done, there is just one thing that can undo it all. Let's get rid of the baggages.	Game Psychodrama
INSPIRE	Action Plan to Align Trust Contract	How do we set about achieving our vision? Let's make an action plan and contract to change.	Facilitator Led



Our Testimonials

Naming it training might not be just. It was an amazing experience where the coach was more interested (and rightly so) in actual counseling and problem solving rather than preaching the words of wisdom with silly slides. Totally worth the time and unique. Thanks for the opportunity

- Leader at American Express

This workshop provides a break to the engrossed mind and pushes you to think about yourself and people around you in an altogether new way. Impacting people around you will become so much more interesting as you will use different techniques for different people around you. Facilitator takes you to a WORLD OF DRAMA AND PSYCHOLOGY, which will tease your mind to fly and be creative. It will teach you to KEEP ALL YOUR COLORS ALIVE!!!

- Leader at PepsiCo India

I have attended lot of such sessions earlier and I don't remember any other session that has impacted me so much. I think the last 2 days were one my most productive days. It was very thought provoking and helped me realize myself. The session has left a huge impact on me and I am still into that world thinking about what I can do different that would have a greater impact both on me as well as others. I know I have already started practicing some of them.

- Leader at Cognizant

Ambience 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 12 leaders to work with one Maynard Leigh consultant.

Next Steps



Post the Vital Leader workshops are over, we have agreed on conducting :-

- **Shadowing the Leader Sessions with 4 Leaders within Delhivery**
- **One-on-One Coaching Sessions** for all 53 participants that were part of the workshop
- The following slides will explain how we plan to go about this

Shadowing the Leader - The Way Forward



Shadowing the Leader :-

- A Maynard Leigh Consultant shadows a leader for an entire day during their work and shall observe him/her in action
- For this, Delhivery has nominated 4 leaders to go through this Shadowing process
- The consultant will observe behaviors and patterns and make notes
- The consultant will follow the leader around the entire day during their interactions, meetings and observe them during all other tasks that are part of their KRA
- After the entire day the consultant will make the observations known to the leader and the management
- Outcomes –
 - What are the positive aspects of the leaders characteristics/behaviors
 - The areas he/she needs to work on and what can be done to internalize it

Shadowing the Leader - Description

Work Shadowing :-

For existing senior leaders and those at the top of the succession plan, work shadowing is one of the best observation and techniques with a personal touch. Two online diagnostics* are completed by the individual and included as part of their 1:1 feedback, following the work shadow day, to give greater context and understanding of their natural style and preferences. During the work shadow day a highly skilled, trained consultant will observe the individual, gather specific behavioral examples. Each individual will have two targeted coaching sessions with their consultant, focusing on enabling behavioral change in line with personal and organizational objectives.

**Two online diagnostics that we will provide are:-*

- *The 7I Profile*
- *Personal Impact Profile*

One-on-One Coaching Sessions -The Way Forward



One-on-One Coaching Sessions :-

- Post the Vital Leader workshop, we have come to a decision to conduct **One-on-One coaching sessions** for every participant that attended the workshop
- The total number of participants in the workshop was 53
- We will conduct a 1.5 hour coaching session with each one of them
- We can conduct a maximum of 4 sessions per day
- The details of these sessions are explained in the slide ahead with the commercials

One-on-One Coaching Sessions - Description

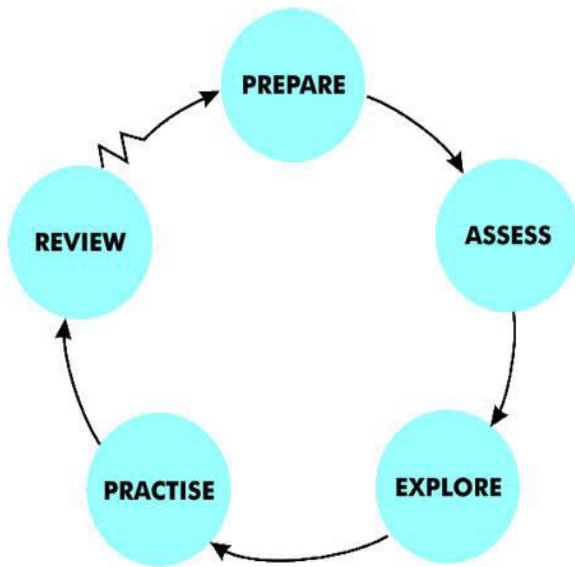
In-Person coaching

We suggest 1 In-person coaching session for each participant for 90 Minutes each during the journey. (The 53 participants will meet with our consultant for a One-on-One session.)

Maynard Leigh coaches possess particular skills in creating a safe place in which to practise new ways of thinking and behaving.

The Maynard Leigh **performance coaching** experience resembles the **relationship between a theatre or film director and an actor**. The director's job in rehearsal is to unlock the actor's potential in order to deliver outstanding performance. They do this in many ways using **insightful feedback**, suggesting **exercises, encouraging experimentation** and working in a **creative partnership**. This is why actors will always expect to **get up on their feet** and **try things out** in the rehearsal stage of a production

These sessions will allow the coach & the executive to delve deeper into the area of development and as the sessions progress they will be better suited to practise the learning and revisit what worked & what could be better . **Coaching makes a huge impact.**



Ambience



We would need a large meeting room with ample natural lighting, and space to do activities. Please arrange for a table and two chairs in the room.

Commercial Investment Cost *(for the Vital Leader Journey)*

<u>Delivery (Max Participants in Each Batch can be 14)</u>		
<u>Activity</u>	<u>Investment Rate</u>	<u>Actual Investment Per Batch</u>
Professional Fee For Workshop Delivery	INR 75,000 Per Consultant Per Day x 2 Days	INR 1,50,000
Leading the Way Book, Hand-Outs, Use of Props, DO IT NOW Cards & Certificates	INR 2450 Per Participant x 14 Participants	INR 34,300
Progress IT (Online goal tracking system)	INR 500 X 14 Participants	INR 7,000
One-on-One Coaching - 4 Sessions of 1.5hours each per day – Professional Fee for 1 day for 1 consultant (13 days to cover 39 previous + 14 new = 53 participants)	INR 75,000 X 13 days	INR 9,75,000
Shadowing the Leader - Professional fee for Shadowing 1 leader for an entire day (4 days to cover 4 leaders)	INR 75,000 X 4	INR 3,00,000
Total Investment		INR 14,66,300

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)
- 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, 2018
- Contracts, legal & accounting paperwork (including billing & payments) will be in the name of “Life Strategies Humancare Pvt. Ltd.”

Contact Us

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



For further information please connect with:

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