

# BIAS: Being Inclusive, Aware and Sensitive



LONDON • NEW DELHI • NEW YORK

## A possible approach around the Unconscious Bias

# Why Maynard Leigh?

**Methodology uses  
Theatre,  
Psychology & L &  
D tools to create  
experiential  
learning**

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

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

**With years of  
research, have their  
own philosophies  
published with  
leading publishing  
houses like Financial  
times, Pearson, DK  
etc**

**Indian clients include-  
Bertelsmann, Penguin  
random house, DK,  
Mckinsey and Company,  
EY, RBS, Coca Cola,  
Genpact, Cognizant etc**

# Our Idea

- Diversity initiatives or any cultural change in an organization can be a wonderful and powerful transformative tool to develop organizations into shaping its identity. And too often it can become a meaningless tick-box exercise or even an area of humiliation and conflict. We plan to create an engaging, challenging yet supportive learning intervention for you that provide perspectives on being aware, inclusive and supportive in work and personal relations.
- We will work together and enter the “Diagnosis & Design” phase of our partnership to co-design the final outline of the intervention.
- These sessions are aimed to providing learning and development in easy-to-digest and hard hitting modules. Information is relayed quickly and easily as people are encouraged to actively participate in the sessions, which increases the effectiveness of these sessions.

# The Mandate

The Country Management Team “CMT” which comprises of the Head of India Country Office called Representative; 3 Deputies heading the Programmes, Operations, and Field Offices; Chiefs of our 13 Field Offices spread across India, and 15 Section Chiefs in Delhi. Each Chief in the Field Office leads a team of average 20 persons, whereas Chief of Section in Delhi has a team of approximately 10 persons on an average. The total strength is 36 participants.

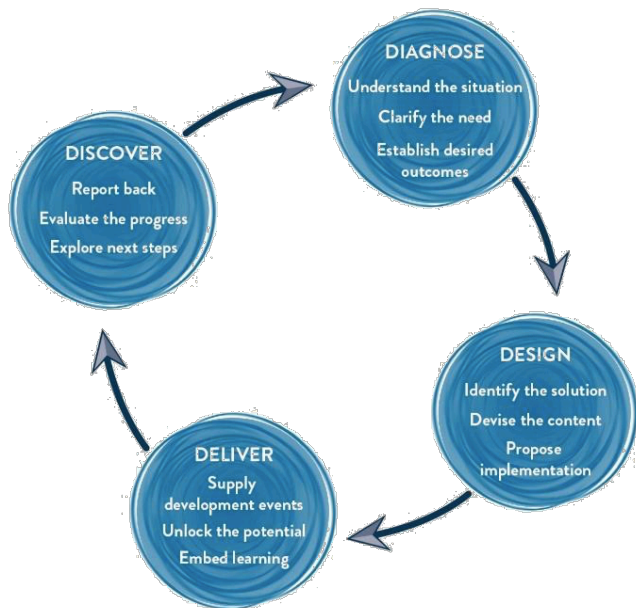
The HR envisions the one day programs to enable participants to:

- Define and understand Unconscious Bias;
- Understand how Unconscious Bias can affect us, our colleagues, as well as our programme and operations;
- Understand how one can identify and manage his/her own Unconscious Bias;
- Identify steps/actions to raise awareness and manage Unconscious Bias in the workplace.

The purpose of this one-day workshop on Unconscious Bias is therefore to start the journey that would transform UNICEF India into a workplace where Diversity and Inclusion is not only championed, but effectively streamlined into our programme and operations.



## Our Approach



We would start with a further **diagnostic** conversation with different bands your organization and 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 feedback the themes and issues that were uncovered.

### Methodology

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

# Diagnosis

*In the Diagnosis Stage we delve deeper into the issues faced by the business and the participants. This is done to make the learning as relevant to the situation as possible.*

We will spend time with key stakeholders to understand the key requirements and assess relevant diversity and inclusion factors that are currently prevalent at UNICEF India. We will be undertaking these pre-work to be able to devise a bespoke solution to the existing problem.

**Our curiosities will be around the following areas:**

- Current scenarios of their interactions
- Current emotions around this dynamic within the team
- Action taken so far and their impact
- Gather anecdotes, examples & situations relevant for the workshop

**Duration:** 1.5 days

Only post the Diagnosis, will Maynard Leigh be able to create the final solution design fully relevant to the organization.

# Design



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

Here are 2 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.



# Tentative Learning Outcomes



## *Think:*

- We all have biases, it is human & normal
- There is no “objective truth”; we live in a world of perceptions
- Different perceptions make the world a diverse & healthy place



## *Feel:*

- **Aware** of my unconscious biases
- **A sense of empathy** towards other fellow humans
- **Introspective and willing** to consciously look at one’s own patterns of judgement & decision making



## *Be more able to:*

- Constantly check for facts because organizations face huge losses when we take mental shortcuts
- Step in to other people’s shoes more consciously & dilute my own reality when necessary
- Assume positive intent





# Tentative workshop design\_One day (36 participants / 2 consultants)

Narrative	Session	Session details	Methodology
Participants get acquainted to the MLA facilitator	Welcome and context setting	<ul style="list-style-type: none"><li>• Warm Up exercises – Brief Encounters.</li><li>• MLA introductions</li><li>• PURPOSE of the workshop</li></ul>	
Right at the start the group goes through an experience where they realise how quickly & easily prejudice can occur without our realising it	Sherlock	This is a wake up - shake up experience that highlights inherent biases. This game showcases how perceptions lead us to forming unhealthy beliefs that can destroy an organisation's culture	Theatre based learning
While there are innumerable unconscious biases that exist at any given point the DISGRACEFULL model helps identify the most important ones to address. These are the red flags that we need to watch out for	DISGRACEFULL Model	Participants share their own stories of being judged on any of the DISGRACEFULL aspects that they have no control over	Done in pairs
The workshop shifts gears at this point - to highlight the principle that 'we are not just one story'	There is no ONE story	Participants explore different inner characters & share stories of all the times they have played out different characters	Narrative therapy based activity
Keeping your complete focus of attention on your clients helps anticipate their needs and communicate effectively	Rapport	Developing Chemistry - In pairs – client and consultant (different from the pairs on Day one) review progress on personal objectives.10 minutes one way – then review: how the person made you feel. Be specific about the feelings (eg. cared for, unimportant, special, ignored, boring, interesting. ) and specific about what made you feel that way.	Facilitator Led Activity
Enacting relevant scenarios of BIAS by co-creating problem statements as well as solutions together	Interactive Theatre (Forum Theatre)	2 Maynard Leigh consultants and participants use real situations and enact that scenario and then invite the audience to direct the actors in new approaches. By interacting with the drama people see the different options available.	Facilitator led & group activity
Cementing the learnings from the day.	Action Plan	Participants list their takeaways from the program in the format of STOP, START & CONTINUE.	Individual Work

## Discover



A one to one meeting with HR stakeholders to devise the next intervention for the same audience.

## A Case Study:



# DIVERSITY AND INCLUSION

An article in [Forbes](#) quotes, "McKinsey's research shows that gender diverse companies are 15% more likely to outperform their peers and ethnically diverse companies are 35% more likely to do the same". Diversity initiatives in organizations more often than not become a tick-box activity. It is generally around Women's Day that these initiatives are deliberated upon in companies. However, the concept of Diversity and Inclusion has a much larger dynamic in place. Non-inclusive workplaces can potentially inhibit someone's expression or work potential. At times, it gets dysfunctional to a point where organizations are not able to create spaces for talent, thereby resulting in a whole chunk of talent missing from certain bands. For example – the ratio of gender diversity is richer in the age group of 20-30 years than in 30-40 years.

We, at MaynardLeigh, aim to create a truly inclusive supportive and humane workspace. We create experiences for our participants that get their skins in the game. We create journeys where the world of speaking the correct and expected language in a workshop space ceases to exist, and living the unconscious behaviors that are exhibited in actual life come to the forefront. With short engagements, participants are jolted out of their underlying beliefs, and with longer ones, the process of change is initiated. Therefore, we hesitate from taking on projects about just mere dos and don'ts at the workplace. Instead, our work focuses on getting conscious of the bias that exists within all of us, which knowingly or unknowingly creates intolerant and non-inclusive workspaces.

We have worked with leading global banking services and wealth management companies, renowned names in the FMCG industry, IT giants, etc. to make workspaces more inclusive.

### **BIAS: Being Inclusive, Aware, and Supportive**

A global technology center in India for the world's largest commercial banks was dealing with an abysmal gender diversity ratio and as a measure to course-correct, took on a ratio target for itself. This invited its own share of challenges that we were asked to work with. MaynardLeigh created a space to work intimately with small groups – replicating everyday scenes from the work floor.

MaynardLeigh used forum theatre and psychodrama to have the participants skin the scenarios. "I had a woman come very close to throwing a glass of water at me, as I was playing a senior leader who was making a case to only have

## A Case Study:

inspirational women in this team”, recalls Steeve Gupta as one of the many incidents he encountered. A senior leader, as a part of the audience, acknowledged at the end of the workshop saying, “I didn’t know this is the impact I had on the women in my team!” Many such anecdotes and moments were recollected from men and women, participants and management, alike. Their post-workshop thoughts and takeaways mirrored our objectives for the initiative, thereby making it a huge success.

### Build Your Brand

While the previous example was more about diversity and inclusion, this one particularly relates to the empowerment of women leaders.

Recently, a leading beverage company – one of the most recognized brands in the world, was looking for MaynardLeigh to come in as a part of their gender diversity initiatives and work with all of their female team members in India. They shared that one of the things they wanted to achieve was to ensure that women in their organization took a higher amount of interest in developing themselves to successfully pitch for more leadership roles. They felt that one part of building gender diversity on top levels was to inculcate a sense of battle within the women leaders and inject them with the power to break into the top ranks by developing themselves, which they may not have either considered or felt that they had the stomach for.

When asked about the tangible outcome they expected from our engagement with them, the organization emphasized on the vision of a larger number of women nominating themselves for the regular calendar developing events. We customized and designed a one-day intervention that worked on the women’s sense of self-brand, character, and legacy. Space was created for them to be able to take feedback and see how they came across and the impact they induced. We also created experiences for them to visualize about what they would do being a top leader and how they would get there. While doing this, we were also able to introduce development and how development feels like in that particular space i.e. being comfortable in walking into the workshop space to learn and develop.

At the end of the day, we received a tremendously positive response in the form of appreciative notes from the participants who had discovered or re-discovered their brand and their values. The participants felt packed and ready to launch themselves to the next round. On checking back two months later, we were told that the number of females nominating themselves for development and company-related initiatives had dramatically improved.

### The Stage Is Yours!

MaynardLeigh also collaborated with Europe’s largest private bank to make their Town Halls around a case for diversity more interesting and hard-hitting. This intervention was centered on the aim of women having a greater say at their workplace in their respective teams. In this Town Hall experience, MaynardLeigh

## A Case Study:

consultants blended in the crowd as the audience. One of them raised their hand to ask a question to the leader addressing the group. With no single person from the crowd expecting this, there was a sudden uproar in the room with the actors creating a huge ruckus and leading a heated debate. This went on for a while, only to disclose much later that all of this was a part of the script.

Till today, the HR recounts this experience as one of the most memorable Town Halls. The audience was taken in by surprise and blown by the spontaneity and unpredictability of the situation. The success of this initiative has been so impactful that this organization now has a theatre team mentored by MaynardLeigh, which every year perform at their Town Halls on a wide palette of themes.

### Hold Hands With MaynardLeigh

"A man once stood up during a role play at one of our gender diversity workshops, and said that he could see how his logic in justifying his prejudices was flawed. He said he would go back home and apologize to his wife and begin the process of change," says Vivek Arora, the Chairman and our in-house mentor.

We create a space where the blacks and the whites of inclusion and diversity are diluted, creating the greys, where the murky alleys of the unconscious biases we carry reveal themselves. Varun, our Business Development Head, who has also been a constant in our diversity and inclusion workshops, says, "Participants often leave the room silently, looking down. In that moment, you know there are reflections and resolves to change everyday actions."

With our foundations rooted in fields of Theatre, Psychology, and Leadership & Development, MaynardLeigh brings in tools like invisible theatre, psychodrama, forum theatre, and many others to design and deliver solutions known to create impact and produce valuable return on investment. We invite you to throw us a challenge and see what we can propose for you!

# Consultants' Profiles



## 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 counseling Psychologist and a certified drama therapy practitioner, Priyam has worked extensively with people across ages and diverse communities.

Her interests 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 Maynard Leigh 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, Dunhumby, NGK, Canara HSBC, Sopra Steria, Pernod Ricard, Delta, and many more.

## 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 Bhaveen 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.

## Steeve Gupta



Steeve is the Managing Director of Maynard Leigh 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 Maynard Leigh 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.

## Commercial Investment

One time investment (Diagnosis and Design)		
Two – day Diagnosis & Design (1.5 days of diagnosis & 0.5 day of design)	INR 75,000 per day X 2 days	INR 1,50,000/-
Activity	Investment	Total Amount
Professional Fee for Delivery	INR 75,000 per consultant per day X 2 consultants X 1 day	INR 1,50,000/-
Total Investment for 36 participants		INR 3,00,000/-
GST @ 18 %		INR 54,000/-
Total Investment for 36 participants (including GST)		INR 3,54,000/-
Total investment per participant		INR 9,833.33 (approx.)

## Commercial Terms And Conditions

- Client is responsible for providing venue, conference facilities, AV equipment.
- Not inclusive of applicable taxes (GST@ 18.00%).
- A commercial contract will be signed before the execution of the project.
- 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.”

## Contact Us

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

For further information please connect with:

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