

CURIOUSER & CURIOUSER



Build an environment of **collaboration**, demonstrate and cascade
Genpact values, be **curious** throughout to innovate and grow

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Your need as we understand

Background

The GOLD batch of 2016-2017 is graduating in the month of May and the theme for intervention 3 is “The journey is just beginning”. The participants might be feeling unhappy about the closure of the journey as they perceive that their learning experience ends here. The message that you would like to drive is- “Journey has started all over again”. You are looking them to be the torch bearers to lead an internal culture change. The idea is to make them understand on how to cascade these learnings to the rest of the Genpact world. You would like them to recognize– what is their role in Genpact as GOLD alumni and how can they contribute to Genpact values.

Situation

There are 72 people graduating from the GOLD journey with age range between 31-40 years. These people might be individual contributors or leading upto a batch of 150 people. You would like to work on 3 broad themes: COLLABORATION, CURIOSITY and VALUES. Further to this, you want to support the target audience and get them to understand:

- Their vision: why do they exist in Genpact, as a GOLD alumni
- As a GOLD alumnus, their role in achieving/contributing to Genpact vision
- Their role in collaboration and how would they propagate the element of being curious
- Their contribution in developing a culture of collaboration and grooming people by being genuinely interested in them
- Their responsibility as a GOLD alumnus to demonstrate and cascade Genpact values
- Their contribution to lead new initiatives and organization change in Genpact

Opportunity

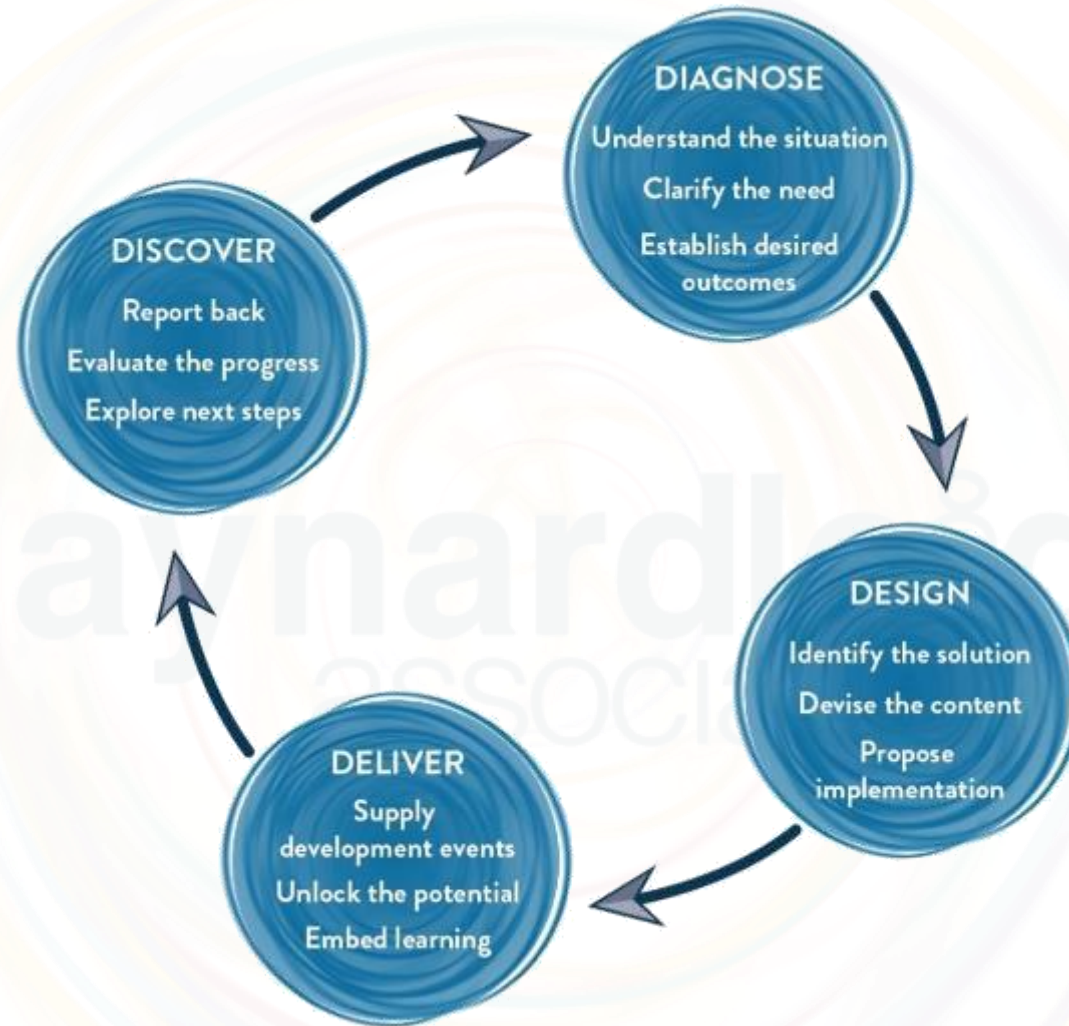
Since they are the GOLD alumnus, there is an opportunity for them to learn how to:

- Collaborate with internal and external stakeholders to create stronger networks
- Enhance their ability to see a shared vision with their teams
- Create a win win situation
- Genuinely help fellow colleagues without expecting a return in favor
- Showcasing positive behavior while investing in relationships
- Be self driven and work on new initiatives
- Acknowledge team members and work as “we” and not “I”

Need

There is a requirement to design a 3 day intervention for the target population to cover 3 broad themes: Collaboration, Curiosity and Genpact Values. Along with the 3 day intervention, you would like us to propose a solution with few options to sustain the change

Our Approach



Methodology

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

Diagnosis



We have already started a conversation with Pankaj which has helped us finalize the initial mandate. We also spent one day having telephonic conversations with graduates from the last year GOLD batch, delegates from the current batch and their supervisors.

Conversations with the graduated batch around:

1. Challenges faced post the GOLD journey, learnings from the journey
2. What is working while collaborating currently and what could be better
3. Level of interaction/networking with the external and internal stakeholders
4. Their contribution in the last year towards leading new initiatives and organizational change

Conversations with the current batch around:

1. An overview of the journey so far and their learnings
2. Their expectations post GOLD journey
3. Their understanding of Genpact Values
4. Their anticipated challenges while collaborating with team members and other teams
5. In their current role, how do they perceive curiosity?

Conversations with Supervisors around:

1. Their expectations from the current batch
2. Their action plan and ways of providing support

Diagnosis: Target Profile

We conducted half hour telephonic interviews with:

Members of the old batch –	3
Members of the graduating batch –	4
Supervisors of the current delegates –	3

Total number of participants:	10
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Current

Alumni

Manager

Diagnosis: Key learnings from the GOLD Program

Current

What the journey has meant to & given the participants of the current batch:

- A huge sense of community. 4 out of 4 people said that this was their biggest take away from the journey.
- A larger, zoomed out view the organisation, leading to a more strategic view of the business.
- All 4 delegates said that SDTs and job rotations led to an enhanced perspective on leadership.
- 2 delegates felt that the biggest gift was swimming in the unknown, loss of “control” and surprising oneself.
- 2 delegates spoke about a big change in terms of listening to others, giving importance to emotions and initiating conversations.

Alumni

Reminisces about the learnings from the GOLD Program:

- It served as a “stock taking” mechanism. ‘Where am I in comparison to the rest.’
- 2 Alumni members spoke about feeling ‘risk ready’.
- For all, it was about new exposure and expansion in role and growth.
- While most people felt that the journey saw their evolution, 1 Alumni member felt that the dots still needed to be connected.
- Opening up of the mind and vision, especially because
- Of new roles and a strong global community.

Diagnosis: Key learnings from the GOLD Program: Some anecdotes

“

Current

”

The key learning themes that emerged are:

COMMUNITY, ZOOM OUT, EXPANSION 'I CAN DO IT'

- “I am the leader of our SDT, the women in the group felt that the men were taking over. I learnt how to take care of sensitive issues and look at emotions, as a leader.”
- “I have moved to a completely different role. I used to feel quite under confident earlier, but now I feel like I can do it. I have a lot of help from the other members of my batch. If you ask for help, you will get it from anywhere across the globe.”
- “I have started thinking beyond my core work. There are projects in which, you can go cross-functional or do something for the betterment of society, that's how I've started thinking.”

“

Alumni

”

The key learning themes for this group are:

TAKE THE LEAP & UNLOCK THE LEADER IN ME

- “I have started practicing how to choose my response. For Instance, when a team member shares a personal issue and asks for leave, I do not jump to offer a response. I feel leadership is all about flexibility and adapting to the moment.”
- “Used to be very curt with juniors but now I chat with them, ask them about their lives.”
- “I can take bolder decisions with much more ease. A young team member was doing very well on a project but had started rejecting others' feedback and ideas. I was able to take the call to shift her role and have the difficult conversation.”

Diagnosis: Expectations

Current

The expectations others have of the current batch are **really quite high**.

“The Gold signature goes as part of every email, when someone allocates you work they say, “tum toh GOLD ke ho, kar lo ge.”

“I want to be part of the legendary GOLD Stories. It is high pressure to be the chosen one.”

A Gold member has to be able to manage / influence people of varying seniorities

“ The energy derived from the training should not fizzle in me or others from my batch.”

Manager

Across conversations, managers expect **only the best** from GOLD candidates.

“There has been a lot of resources spent on the candidate, so they have their challenges cut out for them. They need to take ownership, and lead by example.”

“The project I set out for GOLD candidates will be challenging.”

“They need to talk about their learnings much more, find formal and informal platforms to share – how has this transformed you, what can others learn? This is not happening right now.”

“The rigour of the training must impact their overall attitude.”
“They should be self aware and ready to take risks and fail as well,”

Diagnosis: Values that emerged as crucial

Current

None of the delegates of the current batch had any formal plan on how to cascade / share vision and values with others.

The values that were most on top of the mind across all 4 respondents were:

Collaboration: This was important to all, they are bought in to this value and see themselves living it on a daily basis through their SDTs or every day roles at work. Each of them saw a 2 point shift on a 10 point scale in terms of their own ability to collaborate.

Customer Centricity: is the next most mentioned value. Especially in terms of putting yourself in customers shoes and creating customer delight proactively.

Other values mentioned were – **Integrity, innovation and care.**

Alumni

The Alumni all needed to think more about this area, they did not all seem immediately connected to the values underscored during their program. The recall was low and tended to be generic 'poster values'

The most top of mind values emerged to be: **Collaboration:** Various examples of lived collaboration were shared. From getting 2 dependent but discordant teams to align, to getting old and young team members to understand each other better.

Proactive leadership: Keeping the vision strategic. Example " I work in the Solutions department. I knew in one particular case that the Solution will fail, yet we created it because in the longer run I also knew that it would apply to other business scenarios."

Manager

The candidates are expected to live and be the flagholders of many values including:

- Uphold **teamwork principles**
- **leader mind set** (can work under tremendous pressure and be empathetic to others as well)
- **Commitment** and being **proactive**
- **Ambition** and **passion**
- Overall '**can do**' attitude

Diagnosis: Challenges faced and anticipated

Current

The current challenges being faced and anticipated are in the following areas:

Dealing with status: “I find it difficult to influence senior team leaders. The GOLD status demands that I connect with / influence people of various seniorities and I do struggle with push back from seniors.”

Taking risks: “In the past few months a lot has changed. The new role expects me to be a lot bolder than I’m used to being. It can be challenging.”

Wearing the leader’s skin: “I feel that I become task driven and can’t fully be the leader I aspire to be. It still doesn’t come *naturally*.”

Alumni

The Alumni pointed out challenges being faced and anticipated in the following areas:

Self start: After the initial energy fizzles, there is a lack of initiative.

Tough environment: The environment is challenging and the expectations from others are always high.

Joining the dots: After the journey comes to an end, a need for more platforms for sharing and connecting with the larger community.

Collaborating: especially with senior folks who reject our leadership.

Manager

From the supervisor’s point of view, the following are the challenges:

Expectation to be treated differently: “don’t expect that people will pander to all your needs, for example, you won’t get the exact job role you want all the time.”

Rosy glasses: The “real’ world is different.

Fizzle: There is a tendency to lose steam and slip back in to “normal” complacent mode. The challenge is to remain edgy, proactive and keep the vision alive.

Diagnosis: Current view of curiosity

Current



Very important in today's day and age. I am always researching new areas within technology because we are in the digital era. It is crucial for our evolution to be curious.

I feel the need to increase my appetite to learn. One way in which this is working is just by the virtue of me getting in to new teams to work.

I must keep checking – do I want to know more about it? I want to dedicate 1 hour every day for my learning time and to expand myself.

Curiosity is about doing. It's important to censor the censor and keep exploring new ways of doing things.

Design



Post the diagnosis, we get into the design phase of the learning intervention.
Here are 3 things we will do:

Diagnosis report: A report is generated which would reflect the outputs from Diagnosis (The identity of the participants would be confidential).

Design Customization: The consultant designs 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

Learning Objectives Through attending this event, participants will:



Think :

- Clarity in Vision helps in strategizing
- Collaborating helps create win-win situations and maintain strong networks
- Being curious is the best way to constantly innovate
- I can make a bigger impact when I collaborate with my team and use strengths of others
- There is great power in synergy
- We are one team, it is our responsibility to live and cascade Genpact values with the larger community
- My approach to an issue mostly determines the result- A positive outlook generally leads to a positive outcome.
- This is not the end, my journey has just begun!



Feel:

- Equipped & confident about my vision
- Belongingness and ownership towards the team and toward upholding Genpact Values
- Motivated & Inspired - The Journey has started all over again!
- Bonded to work & collaborate in a more exciting way
- Excited to work with a positive approach



Act:

- Will constantly align with the vision while deciding long & short term goals
- Work collaboratively with colleagues & stakeholders
- Embody team values, Support others to perform outstandingly
- Build productive, long-term mutually beneficial partnerships
- Build an enabling environment that leads to better organizational performance
- Reach out to each other seeking help or giving suggestions.
- Constantly remind myself to Be Curious (looking @ improving constantly)
- Make sure that my learnings don't fizzle out in the work place

Workshop outline Day 1 – 17 Participants per batch per consultant

Narrative	Session	Session details	Methodology
Participants, loosen up, shed inhibitions, get ready for the day.	Introduction	<ul style="list-style-type: none"> • Welcome and context setting • Maynardleigh & participant Introductions • Permissive Encouragement – Play & Express yourself 	Theatrical warm ups
Tuning in	Brief encounters	<ul style="list-style-type: none"> • A creative way of self expression & disclosure 	Group activity
It all begins with knowing our vision	Vision Weaving (Creative Drawing activity)	<ul style="list-style-type: none"> • Drawing exercise : “Where do you see Genpact in the near future & where do you see YOURSELF in it?” 	Participant contribution on paper
My work is bigger than the daily tasks and as a leader I need to realize the bigger picture of my job role.	Positive job description	<ul style="list-style-type: none"> • I am a critical and an integral part of Genpact- my role impacts the overall results 	
Aligning personal values to that of Genpact’s	Values Exercise & Values Story	A worksheet is handed over to the participants enlisting distinctive values. They tick values and get down to 4-6 key ones. Then tell a story of one of them in action.	Story telling.
Understanding our values and the behaviours we need to adopt to live the Genpact values	Genpact Values in congruence with our Values	<p>Awareness creation</p> <p>What do we mean by the different Genpact Values- What are the corresponding behaviors that we can display every day?</p> <p>Group Presentations of scenarios with and without Genpact Values</p>	Facilitator led Group work
The teams create desired state for themselves where a clearer picture of their vision is formed	Creative Perspective of Team	The team is divided into groups where they create advertisements stating the current state of the group (relooking present) and that is how we want it to be (build future)	Theatrical exercise
To be able to collaborate with each other, and build positive relationships, we need to check the behaviors around how everyone is currently working together.	Team DNA: Blood Test	To create a highly engaged atmosphere where leaders/team members can gauge their current state & then talk about key excellence, leadership and cross-functional team co-ordination attributes like communicating to increase co-ordination, strategizing for effectiveness, planning, cascading vision, building an internal service culture, being proactive and focusing on process orientation for implementing goals.	A high adrenalin team game, to check team’s behaviors'.

Workshop outline Day 2

Narrative	Session	Session details	Methodology
	Recap of Day 1	Treasure Chest! Warm Up	
While working together, it is important to we align on the principles of collaboration	Principles of Collaboration	<ul style="list-style-type: none"> Participant explore rules of creative collaboration- Accept & Build, Make the other Shine, Assume positive Intent, Take Risks 	Facilitator led
To realistically understand how accept and build will play out in actual scenarios, understanding the challenges and seeing different perspectives.	Improv Theatre Accept and Build	<ul style="list-style-type: none"> Participants create freeze frames and work together to create one scene versus several individual scenes 	Group Activity
Every idea is important. Let us learn to acknowledge what is it that we accept and then we give another perspective.	Yes Anding	<ul style="list-style-type: none"> A tool shared with the participants where the important of acknowledging the idea, accepting it and then giving another perspective is shared 	Tool shared by Facilitator
How do we collaborate to create a space for others to shine?	Make the other shine - tableaux	<ul style="list-style-type: none"> What is the purpose of feedback? How can we give feedback? 	Experiential
In the moments of stress, pressure how do we react? Do we take ownership and responsibility of our work and enact like a creator or do we start blaming and acting like a victim?	Victim V/s Chooser	<p>Thinking positively, like a creator. One can control how he thinks about and perceive changes!</p> <p>The more positively the person thinks about change the more positive is his / her reaction to it.</p>	Embodying a Philosophy using Psycho-Drama

Workshop outline Day 2 (Contd.)

Narrative	Session	Session details	Methodology
While the teams have gotten an understanding on the pillars of collaboration, we create an experience where the leaders learn to share their feeling with each other and not create perceptions	Spy	Teams will be competing with each other. Job is to replicate the model that has been kept in the cupboard in 15 minutes. Powerful way to uncover that we live in assumptions and our subjective reality may be guided by our perceptions. A total shake up experience for participants.	Facilitator led activity
How to deal with perceptions and the process of clearing them!	Clearing Videotapes	How to communicate in a manner to minimize conflict. Participants getting into a counting exercise, how people react/behave when someone else makes a mistake.	Experiential activity
Every working relationship works when there is TRUST in it. How does one build people's trust in themselves?	TRUST Formula	The foundation of any new relationship is trust. How does one build a solid foundation?	Individual plus Team Activity
Summarizing day 2 learning	Trust contract	Participants decide on 3 behaviors they will live together	

Workshop outline Day 3 Learn By Doing & Celebrating!			
Narrative	Session	Session details	Methodology
It's the culmination of the last two days and how we can create tangible actionables for the journey forward.	Time to put the last 2 days in action!	The batches are divided into two groups and they create a “Creative Communication” piece using theatre on how will they use COLLABORATE, VISION & CURIOSITY at Genpact. This will be closed with a group brainstorm on how these values can be cascaded / shared with the larger Genpact community **should we include the 6 Cs in this exercise?	Theatrical pieces + Group brainstorm
While working together, how important is it to accept and innovate new ideas.	Ball Game	Theatrical game. A fun game with a ball to explore how working together can lead to achieving the impossible.	Create a space where people Accept changes and give new/innovative ideas.
I should drive change and not just react to it	Frog Story	<ul style="list-style-type: none"> • Story Telling to inspire perspectives on how to deal with change • Identifying our sub personalities & patterns of leadership • Leadership is about reclaiming lost personalities & using all the colors available to us purposefully 	Story Telling Facilitator lead discussion
Participants present (using theatre) how they inculcate previously explored behaviors in the day to day at Genpact.	Devil's Advocate	The batches work with the facilitator as the facilitator “tests” their commitment by playing a devil's advocate. We use curiosity as guidance to go deeper into improving the quality of the performance. Facilitator may create relevant experiences based on the content or refer to previously explored areas.	
The groups are combined – a change is introduced. Now it's about putting practice into play. Understanding the challenges they will experience in implementation. Practise previously explored behaviors to achieve results.	Curve Ball	The batches are now combined – they now have to push and pull with each other and work towards a common goal. It's about putting the previously committed actions into practise with each other.	Theatre
Creative presentations from the groups showcasing the final outcome,	Showcase	The final performances are shown. The groups are celebrated! *not just theatre, we will make sure that the groups explore formats like movies, songs, newsletters so that these pieces can be recorded and saved as memorabilia as well	Any creative medium of the group's choice
Cementing the learnings from the workshop.	The Final Trust Contract *Calendar contract	The GOLD batch democratically votes and finalises the behaviors they promise to abide by for the year going forward. Creating the “ Time to Shine ” Calendar keeping the respective SDT groups in mind.	

Discovery meeting



A one to one meeting with leader and L&D partner to review the journey and devise the next intervention for the same audience.

Post the workshop, to sustain the learnings we recommend following options:



ProgressIT: Online goal tracking system

Objective:

ProgressIt[®] is a powerful on-line support system that provides follow through after a course, a workshop or learning event. Post workshop, participants will:

- Enter 3 goals selected from the TRUST Contract
- Select their line managers as one of the supporters to ensure tracking and feedback on their actions taken towards the goals



DO IT NOW Assignment

- At the end of the workshop, participants receive DO IT NOW cards
- Twice a week, participants use DO IT NOW cards and apply them in their workspace for first 3-4 months
- Success stories are recorded and shared with the consultants and HR stakeholder at Genpact



Post the workshop, to sustain the learnings we recommend following options:



Implementation session

- 90 minute session
- Group implementation video session
- 7 participants per session

During this session, participants share their challenges and allow the coach to delve deeper into the area of development. This session can be done from Genpact premises on the VC with the participants from different locations.



Room Layout



The Setting



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

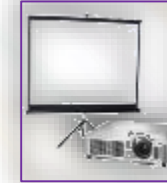
Please book a space with ample natural light (Yes, we want sunlight streaming in) and no fixed furniture for the participants to work with one MaynardLeigh consultant.

Things Required at the Venue (per batch)



For the workshop, we will need the below mentioned:

- **LCD projector** and projection screen
- **UPS Power Back-up** for Laptop, LCD projector & Laptop speakers
- **External speakers** (for laptop connectivity). The external speakers should be loud enough to play music for the team.
- **White board** & White board markers (2 blue, 2 black, 2 green)
- **Flip chart** and Flip chart stand with suitable clips
- **Colour pens** (Normal sketch pens - about 40)
- **Notepads and pens** (for participants)
- **Blu Tac** (This substance is used to stick things, posters or paper on the wall)
- 30 A4 Size normal and **drawing sheets**
- 2 tables for the consultant(one will be used for the projector and the other for the handouts)



Your Investment for the intervention

<u>Diagnose & Design (For the whole Intervention)</u>		
One Day Diagnostic Interviews Design (creating report, customizing design, presentation of design)- 1 day worth of investment for designing the entire journey	INR 30,000/- (One time charge) INR 30,000/- (One time charge)	
<u>Delivery (67 participants)</u>		
<u>Activity</u>	<u>Investment</u>	<u>Total Amount</u>
Professional Fee for delivery of three day workshop	INR 55,000 Per Day per consultant X 3 workshop Days X 4 consultants	INR 6,60,000/-
Learning Material, Folders, DO IT NOW cards	INR 550 per participant X 67	INR 36,850/-
Trust Contract	INR 3000	INR 3000/-
ProgressIT online goal tracking system	INR 200 per participant X 67	INR 13,400/-
Total Investment for journey covering 67 leaders		INR 7,73,250/-
Total Investment per participant		INR 11,541/-

Program Timelines

Date, Day	Activity	Mode of Communication	To be led by
31 st March 2017, Friday	Diagnostic Schedule to be sent	Email shall be sent by MaynardLeigh to Mahindra Partners with the diagnostic schedule get on a call with the target participants, their manager and stakeholders for 30 minutes each.	Maynardleigh
4 th April 2017, Tuesday	Updated schedule to be sent by Genpact to MaynardLeigh. SPOC at Mahindra to also block the calendars of the participants for the diagnostic session	Via Email	Genpact
6 th April 2017, Thursday	Diagnosis calls	Maynardleigh Consultant to call or the participants, their manager, HR stakeholder according to the schedule sent.	Maynardleigh
11th April 2017, Tuesday	Design to be submitted	Via Email	Maynardleigh
13 th April 2017, Wednesday	Design Presentation	Maynardleigh consultant would present the design to stakeholders via call/in person/ skype	Maynardleigh & Genpact
22nd, 23rd & 24 th May 2017, Monday, Tuesday & Wednesday	Curiouser and Curiouser workshop	To be done in a training room (room layout attached - Slide 15)	Maynardleigh
24 th May 2017, Thursday	Initiating Progress IT-online goal tracking system	Online tool- automated emails to be sent by the system to the participants	Maynardleigh



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



For further information please connect with:

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