

TPP

DEVELOPMENT PROGRAMME OUTLINE

MIDDLE LEVEL COMPETENCY BUILDING

I. Background

1. In today's business world, the organization compete with its most valuable asset "People", without people involvement and support dream of faster growth and development can't be realized

2. For any development, leader plays an important role, be it Business Leaders, Functional Leaders or Front Line Team Leaders. It is the leader who leads the team from front with accountability and delivers the result. A good leader is always an asset for the organizational growth and success

3. Both for the business sustainability and scalability, the role of leader is important. A visionary leadership sets the short term and long term targets and goals and channelizes the resources to work in the given direction

4. To develop the leader across all levels of the organization, we need to nurture the leadership skills in the organization. To move from a follower to a leader, this requires a systematic growth plan supported by mentoring and coaching programme

5. Leadership development programme focuses on developing the personal, professional, organizational and social skills of the leader, a perfect combination and traits to be a successful leader.

6. Leaders need to connect, communicate and develop the commitment to deliver the result. Involvement and improvement bring impact on business. Leader has to lead, led and learnt on continual basis for achieving business excellence in work and success in professional life

II. Programme outline

1. Employees working at given levels are covered under this programme

- Business Leaders (Promoters, CEO, Directors)
- Functional Leaders (HoDs and Section Heads)
- Front Line Team Leaders (Line and Shift In-charges)

2. The total programme duration is for 180 days (6 months) which covers

- 6 days class room training – 3 modules for 2 days each
- Home work given at the end of each module and to be completed in 30 days
- post training review by Team CLASS after completion of 45 days of each module
- Improvement / Project work done at the work place

3. This programme consist of 3 modules

- “**Win-Win**” based on **3 Cs** : Connect –Communicate – Commitment
- “**Manthan**” based on **3 Is**- Involve , Improve, Impact
- “**Mala**” based on **3 Ls** – Lead , Led and Learnt

4. Each module is conducted at the minimum gap of 60 days from the previous programme in order to develop the part of work culture and establish the benefits from the programme

5. The batch size of the programme is 16-20. This size is mandatory from activity and team learning point of view.

6. Participants are selected from cross functions and levels. It is ensured that there is representation from all departments and sections. This is to encourage and develop the work through cross functional teams.

III. Programme objective

To Train, Mentor, Coach and Develop > 60 % participants as Team Leader and Team Player to achieve business results by

developing leadership traits to lead the team from front

working through team and setting examples for others to follow

carry forward the organization legacy and culture

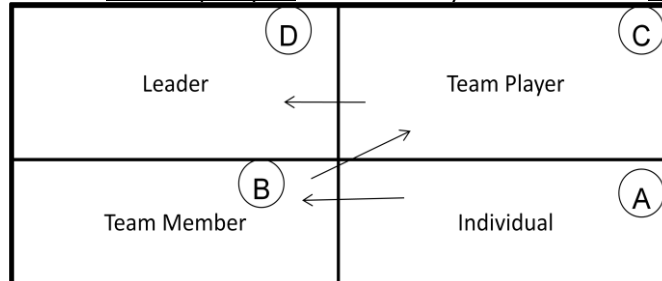
#winning team members ' trust and confidence

#mentoring & coaching to team members

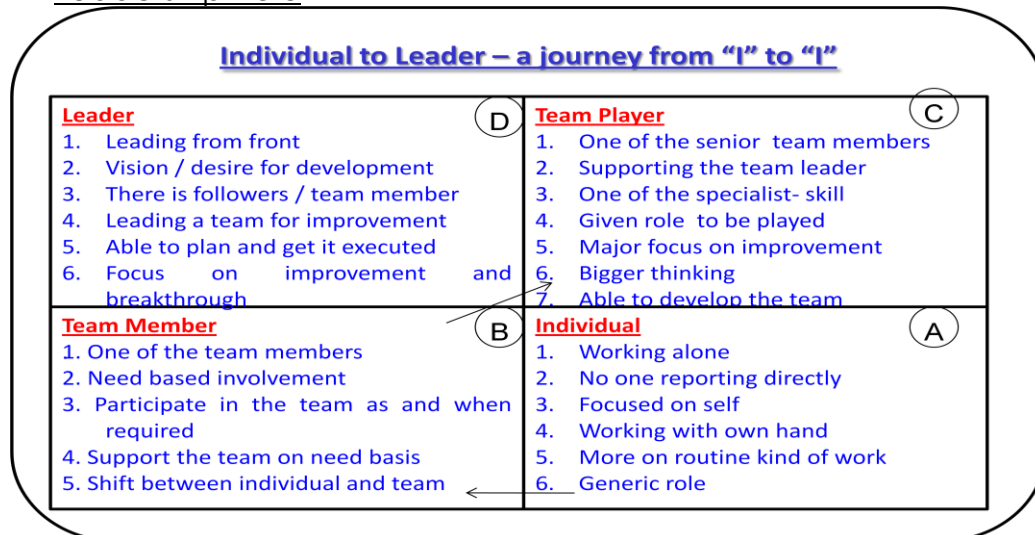
IV. Programme Approach and Content

1. This programme is a leadership journey –a journey from “I” to “I” being follower to being followed – a change from person to personality.

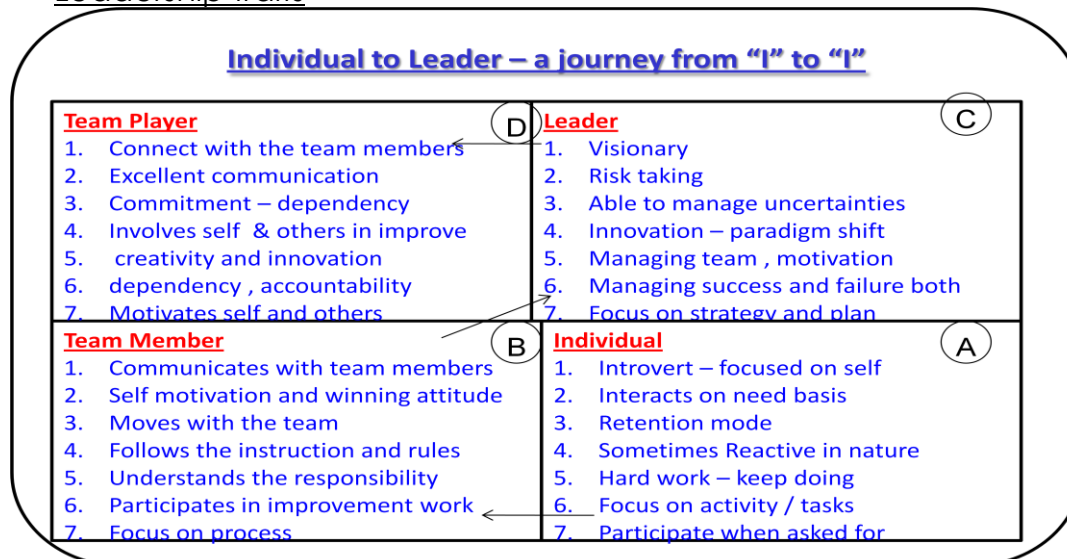
- A change from individual to team member and move from team member to team player and finally become a leader,



2. Focused on developing Leadership role and traits
Leadership Role



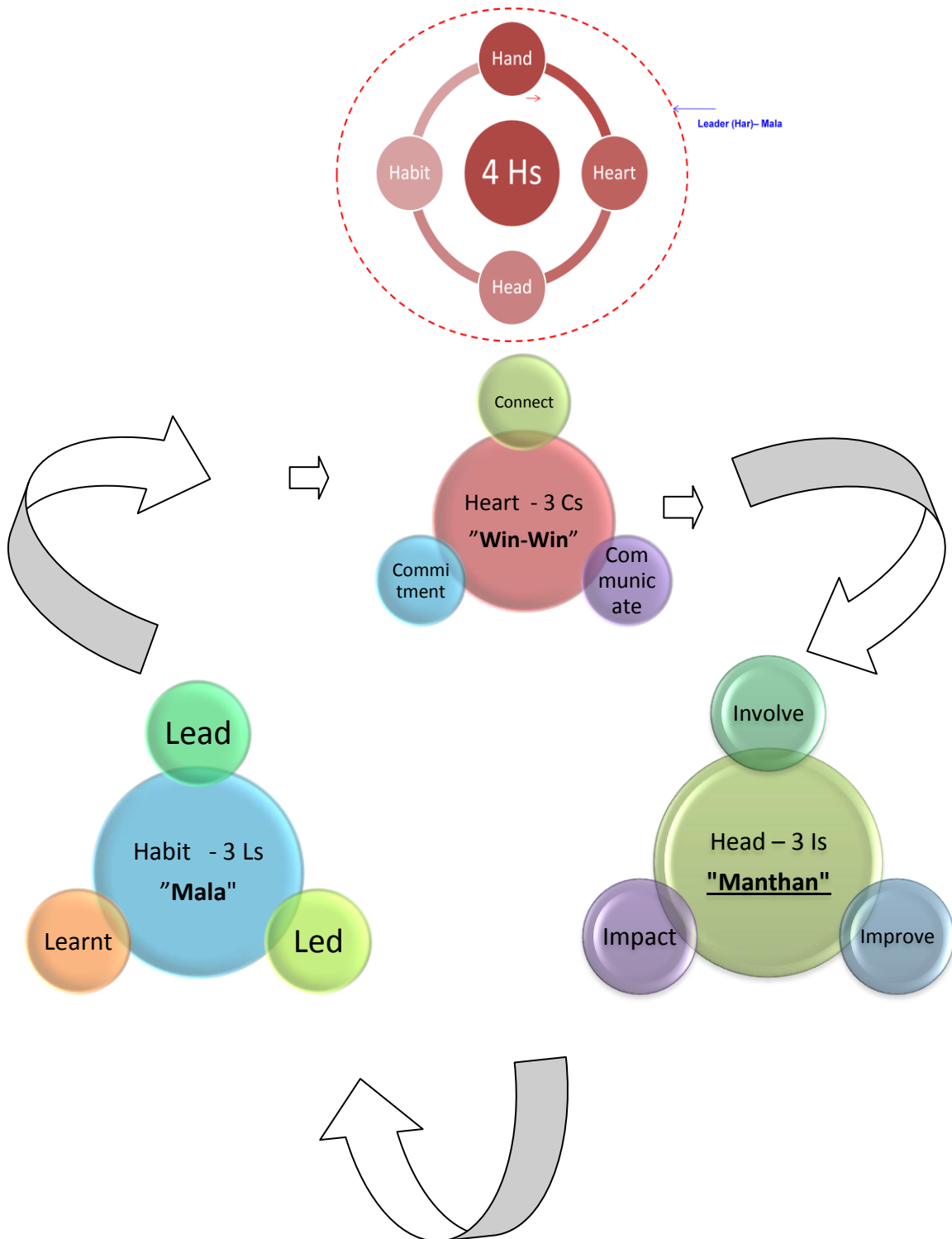
Leadership traits



MIDDLE LEVEL COMPETENCY BUILDING

III. follow the principle of developing the highest level of people- "the soul"

4 Hs is the perfect example of development and **3 modules** are based on connecting all 4 Hs :



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1st Module: “Win-Win”

This programme is based on **3Cs** concept : **Connect – Communicate – Commitment**

A. Programme Objective :

1. To **understand the mantra of success** through developing an effective interpersonal skills
2. Developing **winning attitude** among team members for success : win-win , not win-lose
3. Skill to **connect with team members** through **assertive communication** and **generate commitment** to deliver the result as per agreed targets and goals
4. Skill to handle **conflict** and **reduce stress**
5. Build up **Trust** and develop a positive image as successful leader

B. Programme Outlines

This programme is focused on hands on experience:

1. Developing interpersonal relations with team members
2. The need of effective interpersonal relations – the mantra of success
3. Follow **Interpersonal chakra** – Seniors, Subordinate, Peer and Customers
4. Self assessment for strong, mild and weak relationship
5. Knowing personality – skill to deal with different personality and traits
6. **Assertive communication** - speaking , listening and body language
7. Conflict resolution – remove stress
8. Winning Trust and Prosperity in life - a journey towards leadership

C. Session Planning

- Programme duration – 2 days – 8 sessions
- Day 1 – Session I to IV
 - Business Challenges – Present and future
 - Understand self and other- skill to connect
 - Communicate and commitment
 - Winning attitude
 - Goal settings
- Day-2 Session V to VIII
 - Effective Inter Personal Relations (IPR)
 - Need of IPR – skill to judge the IPR
 - Personality and IPR
 - Conflict Management
 - Stress management
 - Trust building process
 - Setting foundation for team

2nd Module : “Manthan”

This programme is based on **3Is** concept : **Involve – Improve – Impact**

A. Programme Objective :

1. Be a part of solution -Say “No” to **Problem** , accept **Challenges** and develop solutions
2. Develop Analytical Skill to understand and analyze various elements of challenges . **Decision making process** and **problem solving** – meeting present and future challenges
3. Get to the “Root Cause Quickly” by using various Tools and Technique
4. Develop solution through SCAMPER Method – Creativity and Innovation
5. Improve the performance and impact the business
6. Working through Cross Functional Team (CFT)

B. Programme Outlines

This programme is focused on hands on experience on :

1. Understanding Present and Future Business challenges
2. Understand and analyze challenges and do the element analysis
3. Use of PDCA and SDCA Cycle
4. Get the root cause by using “why –why” analysis, Cause and Effect Diagram
5. **Decision making process** and **tools**
6. 7 steps of Continual Improvement Project (CIP)
7. Creativity and Innovation – Use of SCAMPER method

C. Session Planning

- Programme duration – 2 days – 8 sessions
- Day 1 – Session I to IV
 - Challenges and our life – work place and family
 - Tools and technique to see the challenges as an opportunity to come out with the solution
 - Get to the root and come out with solution
 - Team games and discussion
- Day-2 Session V to VIII
 - Redefining the understanding and clarifying doubts
 - 7 QC Tools & Technique – hands on experience with all
 - Check Sheet ; Graphs; Cause & Effect Diagram; Pareto, Histogram; Scatter Diagram ; Control Charts
 - Working through team – seek and support others – coming out with best of best solutions
 - Decision making process
 - Developing alternatives and use of tools and technique
 - Team games and self experiential learning

3rd Module: “MALA”

This programme is based on **3Ls** concept : **Lead – Led – Learnt**

A. Programme Objective :

1. Meeting present and future challenges of the organization through team
2. Develop a focused and integrated approach to win customer trust
3. Developing synergy for achieving organization targets and goals
4. Working through collaboration and cross functional team
5. Leader to lead from front and give direction to the team
6. Develop vision as a leader and let the team member work for this

B. Programme Outlines

This programme is focused on hands on experience :

1. Need of Team work in a team – working together
2. Group vs Team
3. Developing Team Members –winning team
4. Team Leader – leading from front
5. Leadership development - enabler
6. Manager Vs Leaders
7. Develop a Legacy in life

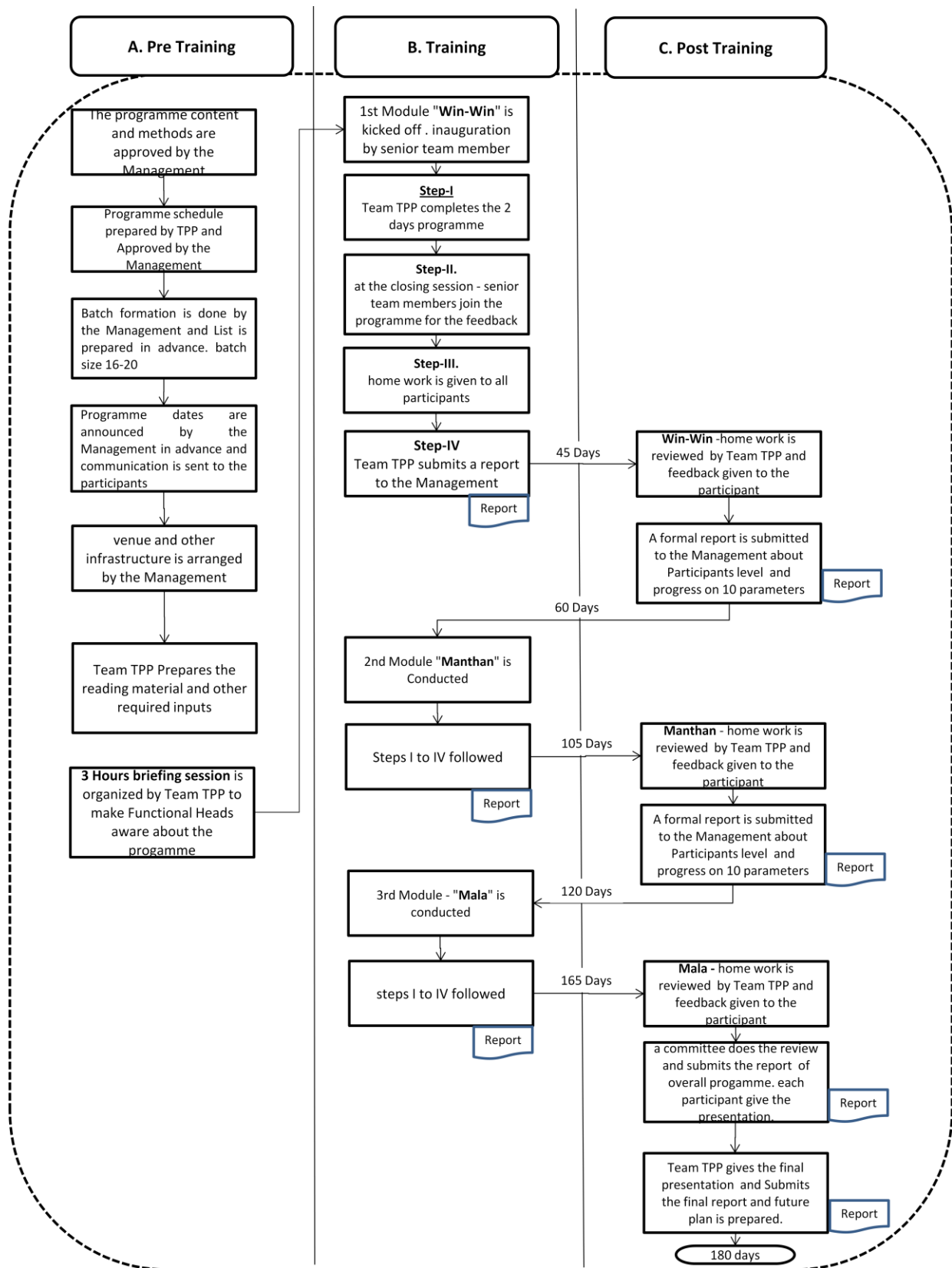
C. Session Planning

- Programme duration – 2 days – 8 sessions
- Day 1 – Session I to IV
 - Need of Team work in a team – working together
 - Group vs Team
 - Developing Team Members –winning team
 - Team Leader – leading from front
- Day-2 Session V to VIII
 - Leadership development - enabler
 - Manager Vs Leaders
 - Leadership styles
 - Success through team
 - Develop a Legacy in life
 - Commitment for improvement

I. Process followed

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Home work Sheet of all 3 Modules



II. Key focused areas of the Programme

1. In this programme there are 5 stake holders

- 1. Business Head / Plant Head
- 2. Participants
- 3. HoDs
- 4. HR Department
- 5. Team TPP

2. Review and progress is monitored by all and evaluation is done on the basis of review and remarks by all stake holders

3. Based on adult learning process – 70 percent deliverables are activity based and 30 percent lecture method

4. Profiling of each participant is done in the beginning as well during the programme based on available data , home work and observations

5. 200 percent participation by all participants. Each session is supported by games and team activities

6. The programme is focused on mentoring and coaching , which is done during the programme as well as during the post training review and discussion

7. Programme is based on “home work” and assigned project. After every programme the homework is given and reviewed after 45 days of the programme

8. The programme is based on team work, most of the exercises and games are conducted through team
