



Overview:

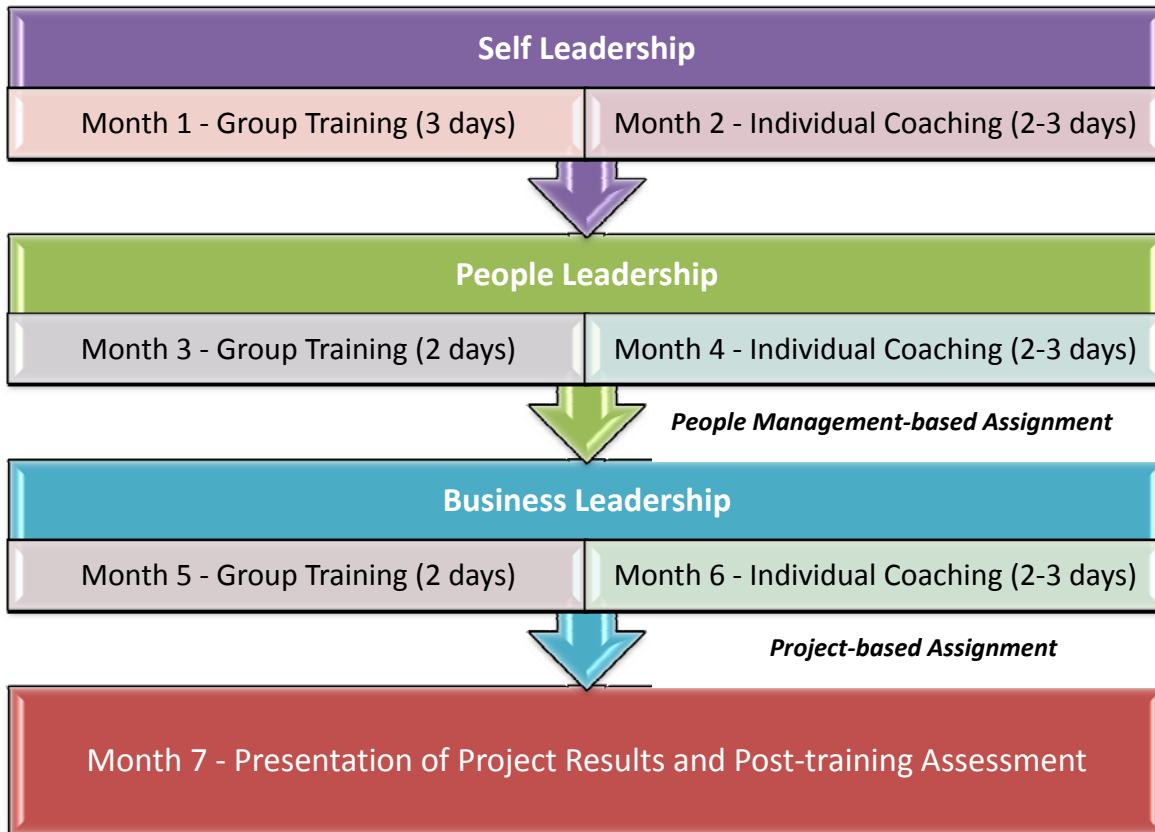
The intention of this version of the leadership program is to enable participants not only to modern-day leadership concepts but also to apply them in an organizational context that will bring in sustainable long-term solutions to business challenges.

The structure of the sessions will have a combination of group training as well as individual coaching in order to allow the participants to internalize and apply learning relevant to their individual situations. An outline of how the sessions will be structured is given below.

The topics will be jointly decided by the organization and MMM after a thorough training needs analysis has been conducted.

Below is the process of the Training Needs Analysis:

- MMM will understand the challenges that your organisation wants to address through the training
- MMM will create a questionnaire that will enable us to get information on these issues
- The group of people who have to be respond to the questionnaires will be decided by your organisation
- 3 methods will be used by MMM to fill out the questionnaires:
 1. Face to face meeting
 2. Phone meeting
 3. Participants to fill out the questionnaire and send it to MMM via email
- The method to be used will be decided by the position of the person – this decision will be made by your organisation
- The data will be collated and your organisation and MMM will jointly decide on the topics and the projects

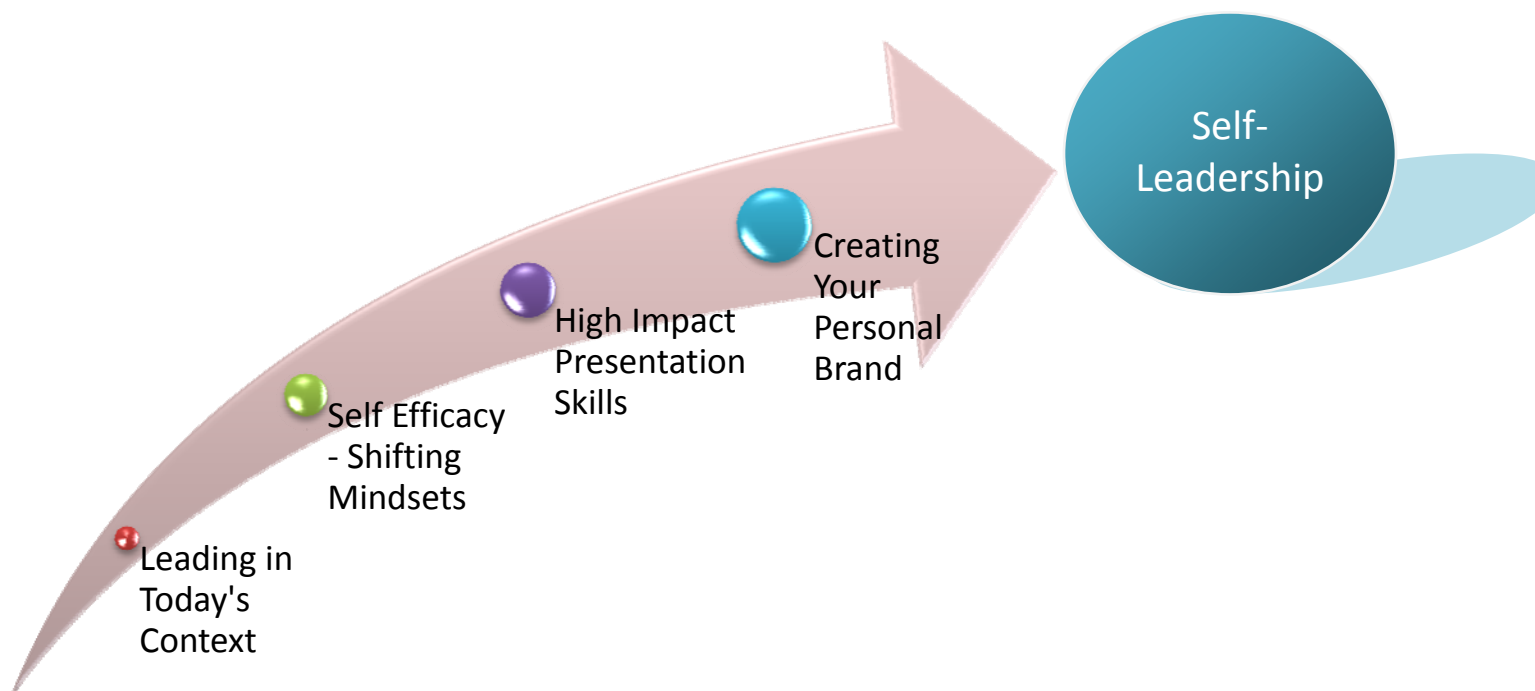




Training Topics:

Self-Leadership

Session 1 (Month 1): A three-day workshop focusing on the below mentioned focus areas. Please note that these can be further customized based on the requirements of the audience.





Training Topics:

Leading Today:

- The core of good leadership
- The attributes of an effective leader
- Case study: Leading in different situations
- The mindset of a leader in today's business environment

Shifting Mindsets:

- Knowing Self
 - Understanding self – from results of the pre-training assessment (270 degree feedback)
- Managing Self – Personal Goal Setting
 - Creating individual development plans - Working on areas of improvement identified from the pre-training assessment (270 degree feedback)
- Self-belief – the core of shifting one's mindset
 - The Power of Positive Attitude
 - Expectations and Self-Efficacy
 - Importance of Commitment

High Impact Presentation Skills:

- Preparation
 - Understanding the importance of preparation before presentations
 - Understanding the objective of the presentation
 - Analyzing and understanding the audience
 - Understanding time constraints and scheduling the presentation
- Design
 - Using an effective title
 - Determining the message
 - Crafting the storyline
 - Building a presentation storyboard
 - Writing the introduction
 - Planning the ending



- Making the most of your visuals – pictures and graphs
- Delivery
 - Organizing material for effective delivery
 - Professional image when making a presentation
 - Using different presentation styles
 - Using appropriate body language and voice modulation during presentations
 - Handling questions during presentations

Creating your 'Personal Brand':

- Making a Great First Impression:
 - How to present yourself to people
 - How to make proper introductions, Paying & Receiving Compliments, Small Talk & Networking
 - Developing Your Professional and Personal Image
- Activity: Creating a Personal Brand
 - Participants will be asked to create a brand statement at the start of the workshop
 - They will be evaluated against this brand statement for every activity they participate in
 - At the end of the session, they will be asked to create a plan on what actions they intend to take in order to enhance their brand personal brand image
- Living your brand of leadership
 - Aligning what one 'says', 'does', 'thinks' and 'feels' in order to project a leadership brand
 - Aligning one's values with that of the organization in order to ensure alignment of the personal brand
 - Living the values that guide one's actions

Session 2 (Month 2): Individual Coaching sessions with each participant.

- Each coaching session will be 1 hour
- There will be seven coaching sessions conducted per day



People Leadership

Session 3 (Month 3): A two-day workshop focusing on the below mentioned focus areas. Please note that these can be further customized based on the requirements of the audience.





Training Topics:

Coaching and Mentoring:

- Coaching and its importance
- Phases of Coaching
 - Preparation
 - Negotiation
 - Feedback
 - Setting goals and expectations
 - Follow Up
- Motivation & Coaching
- Mentoring and its importance
- Organizational behavior for a Mentor
- Values of Coaching & Mentoring
- Building a Mentoring Culture
 - Accountability
 - Alignment
 - Creating an environment of open and honest Communication
 - Value and visibility
 - Education and training
 - Safety nets



Emotional Intelligence:

- Self-awareness
 - Understanding one's learning style
 - Self-SWOT analysis
 - Understanding One's EQ
 - Understanding one's 'hot buttons'
- Empathy
 - The difference between 'Empathy' and 'Sympathy'
 - Understanding situations from different perspectives
 - Using appropriate empathy in situations
- Assertive Communication
 - The importance of speaking-up
 - Win-Win Situations
 - Dealing with aggressive and passive behavior
- Managing Workplace Relationships
 - Bonding
 - Conflict management
 - Leading with heart

Influencing Skills:

- Learning the skill of communication required while influencing and persuading
 - Face-to-face persuasive communication skills such as probing, listening, rapport.
 - Creating and delivering compelling messages
 - Creating impressions and perceptions.
 - Understanding the power of body language in communication
- Various techniques of influencing:
 - Explaining
 - Stating
 - Legitimizing
 - Logical Persuasion
 - Consulting
 - Socializing



- Appealing to Relationship

Assignment: People Management based project work

- Participants may be asked to construct coaching and mentoring plans for two of their key managers based on their learning from the program
- These assignments would be reviewed in the coaching session

Session 4 (Month 4): Individual Coaching sessions with each participant.

- Each coaching session will be 1 hour
- There will be seven coaching sessions conducted per day



Business Leadership

Session 5 (Month 5): A two-day workshop focusing on the below mentioned focus areas. Please note that these can be further customized based on the requirements of the audience.





Training Topics:

Execution Excellence:

- The Building Blocks of Execution:
 - Building Block One
 - Know your people and your business.
 - Insist on realism.
 - Set clear goals and priorities.
 - Follow through.
 - Reward the doers.
 - Expand people's capabilities.
 - Know yourself.
 - Building Block Two:
 - Creating the Framework for Cultural Change
- Building Block Three:
 - The Job No Leader Should Delegate - Having the Right People in the Right Place
 - The Three Core Processes of Execution
 - The People process
 - The Strategy Process
 - The Operations Process

Change Management:

- The eight steps of successful large scale change (based on work by John Kotter)
 - Increase Urgency
 - Build a Guiding Team
 - Get the Vision Right
 - Communicate for Buy-In
 - Empower Action
 - Create Short-term Wins
 - Don't Give Up
 - Make Change Stick

Handling Challenging Workplace Situations:



- Role Play Simulations:
 - Multiple role play scenarios will be simulated based on the challenges that the participants face on a regular basis
 - As many participants as possible will be involved
 - Feedback from the facilitator as well as peers will be used as learning tools
 - Participants will be assisted to create individual improvement action plans

Creative Thinking and Problem Solving:

- Tools for Creative thinking and Problem Solving:
- Reverse Brainstorming
- Random Word technique
- Decision Matrices

Assignment: Project Management based project work

- Participants may be asked to select a real-time workplace situation and identify and implement change management practices with the objective of creating cultural/behavioural change
- These assignments would be reviewed in the coaching session before being presented at end of month 7

Session 6 (Month 6): Individual Coaching sessions with each participant.

- Each coaching session will be 1 hour
- There will be seven coaching sessions conducted per day

Session 7 (Month 7): Presentations by participants

- Each participant will make a presentation of maximum 5 minutes on the project they have undertaken and subsequent changes made
- The presentations will be evaluated by the facilitator along with a key member / key members from the management team



Training Methodologies for the Group and Individual Coaching Sessions:

