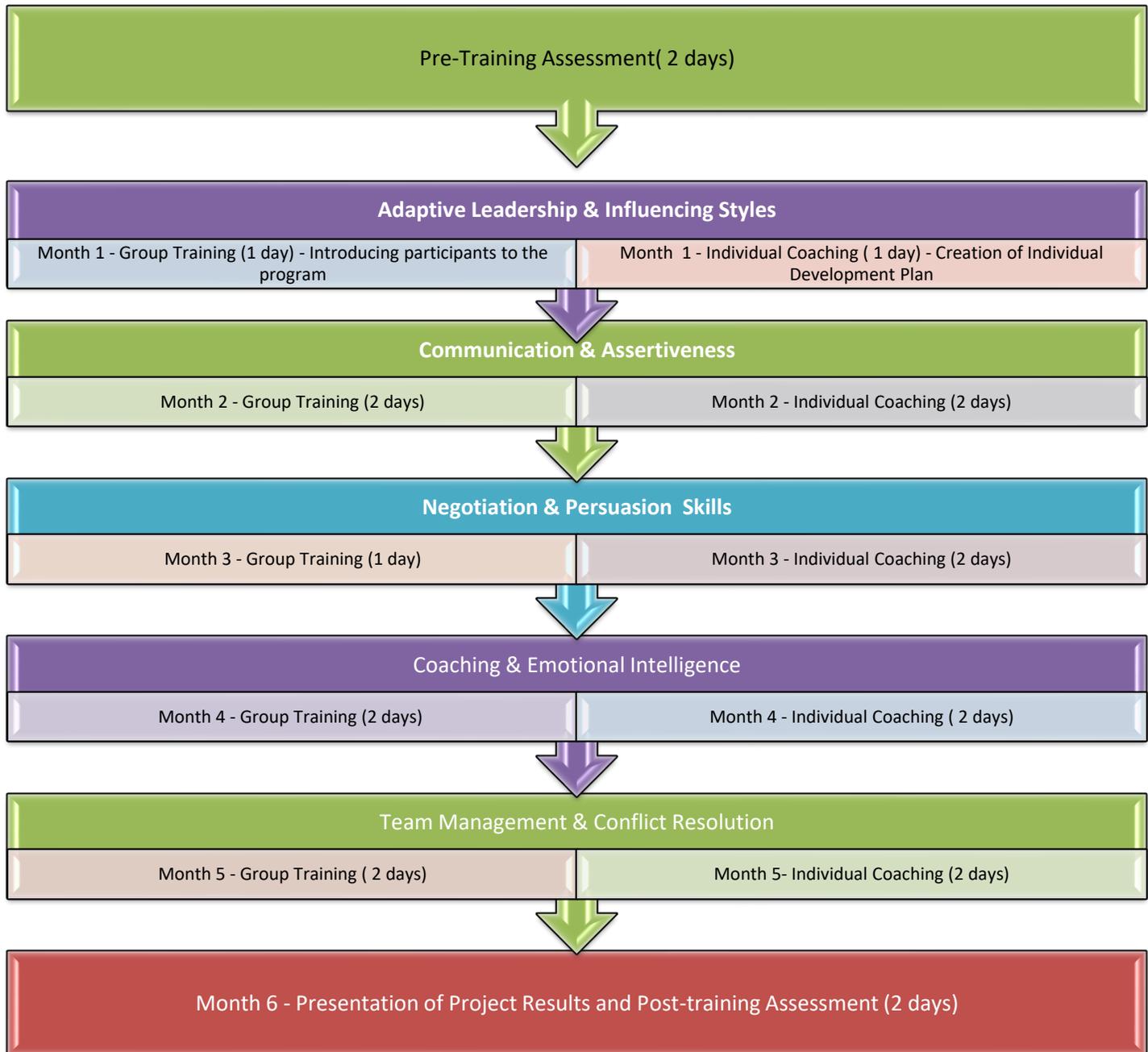




TRAINING APPROACH: (FOR MAXIMUM OF 15 PARTICIPANTS)





Training Topics:

Month 1 – Group Training – 1 Day –

Introducing the Participants to the Program, Adaptive Leadership & Influencing Styles

- **Adaptive Leadership** – The Leadership of the 21st century by Ron Heifetz
- **Characteristics of Adaptive Leaders:**
 - Co-create and inspire
 - Motivate and ask questions
 - Don't have all the answers
 - Facilitate and coach
 - Be adaptable and flexible
 - Balance fact and intuition
- **Shifting Mindsets**
 - P (Potential) = P (Performance) – I (Interference) by Tim Gallwey
 - Self-belief – the core of shifting one's mindset
 - The Power of Positive Attitude
 - Importance of Commitment
 - **Ways to Motivate Oneself**
 - Focus
 - Hard Work
 - Positive believing
 - Character
 - Passion for Excellence



- **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 plans for two of their key managers based on their learning from the program

These assignments would be reviewed in the coaching session

**Month 2 – Group Training – 2 Days –
Communication & Assertiveness**

- **Ask vs Tell Styles:**

- Asking questions that help understand the stakeholder's objectives
- Breaking down one's questions to enhance understanding
- Summarizing understanding to ensure information has been understood correctly



- Structuring communication:
 - Having a clear objective
 - Highlighting critical points
 - Being clear and concise
 - Understanding the audience
 - Rapport building
- Developing effective probing skills
 - Asking the right questions
 - Paraphrasing
 - Summarizing
- Listening
 - Active Listening
 - Reflective Listening
 - Passive Listening
- Dealing with difficult conversations
- Giving and receiving feedback
- **Spoken Communication**
 - Elements of Spoken Communication:
 - Inflection
 - Pausing
 - Reducing rate of speech
 - Volume and tone
 - Pitch
 - Clarity and enunciation
- **Rules of Effective Writing:**
 - **Understanding your reader's needs:**
 - Writing to answer the reader's question, "What is in it for me?"
 - Writing to keep the reader engaged



- Understanding the objective
- Organizing your thoughts
- Getting to the point:
 - Inductive vs. Deductive approach
 - The ABC of writing
 - Paragraphing
 - Use of lists
- **Enhancing the Impact of Your Writing:**
 - Use a variety of rhetorical strategies (e.g. expository, argumentative, descriptive)
 - View writing as a process requiring planning, drafting, and revising
 - Write for a variety of audiences
 - Understanding the common mistakes with Indianisms -Use of International Standard English

**Month 3 – Group Training – 1 Day –
Negotiation Skills & Transaction Analysis**

- **Stages of negotiation:**
 - Understanding the negotiation process, the aims of each stage and what they involve
- **Skills of negotiation:**
 - Assertiveness
 - Persuasiveness Skills
 - Conflict Resolution
- **Preparing to negotiate:**
 - Understand preparation from various angles:



- Purpose
- Desired outcomes for both sides
- Profile of people present
- Interests and Positions of all parties
- **Win-win negotiation**
- **Essentials of Negotiation:**
 - Seeing Other Points of View
 - Building the Relationship
 - Reading Other People – Verbal and Non-Verbal
 - Defining Your Negotiation Style
 - Dealing with Emotions
 - Playing the 'Game' of Negotiation
 - What to Do When A Negotiation Breaks Down
 - Working with Your Own Negotiation 'Rules' and Beliefs
 - Dealing with Hidden Agendas
- **Negotiables and Non-Negotiables:**
 - Knowing Your Bottom Line
 - Knowing What to Give Away
- **Making Decisions:**
 - Closing The Deal
- **Action Planning:**
 - Identifying personal development needs
 - Using the workplace as a training ground to continually enhance these skills

The Basics of Transactional Analysis in Communication

- To help you communicate effectively through an enhanced understanding of yourself, others and relationships.
 - Transactional Analysis:



- What is it?
- How will it help me?
- Identifying the current ego state
 - Ego state questionnaire identifies the current state of the participants

**Month 4 – Group Training – 2 Days –
Coaching & Emotional Intelligence**

Coaching

- Coaching and its importance
- Phases of Coaching
 - Preparation
 - Connecting
 - Enabling
 - Feedback
 - Action planning
 - Follow Up

Giving Impactful feedback:

- Differentiate between observation & judgment
- Giving constructive feedback:
 - Giving feedback with the intention of enabling growth
 - Putting across 'negative' feedback
- The importance of giving and receiving regular feedback
 - Structure of effective feedback
 - Building on strengths
 - Understanding and working with areas of improvement
- Giving feedback for 'skill' issues and 'will' issues



- Building a culture of continuous feedback
- Asking coaching questions
- Using the GROW model
 - G – Goal
 - R – Reality
 - O – Options
 - W - Will

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



Month 5 – Group Training – 2 Days – Team Management & Conflict Resolution

- Requirements and features of a team
- Bruce Tuckman’s model of team development
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning
- Understanding team dynamics –Johari Window
- Managing a team
 - Selection
 - Bonding
 - Development
 - Optimizing performance
 - Assessment
- The Role of the Leader/Team Member
 - Understanding the stages of team building
 - Leadership/Team Member behavior for each stage
 - The art of delegation
 - Building trust
 - Creating a collaborative work environment
- The importance of giving and receiving regular feedback
- **Understanding conflict:**
 - Defining conflict



- Understanding levels of conflict
- Traditional ways of handling conflict
- **Conflict Resolution with the Thomas-Kilmann Instrument**
 - Conflict Styles
 - Competitive
 - Collaborative
 - Compromising
 - Accommodating
 - Avoiding
- **Conflict Resolution Process**
 - Getting to the Root Cause
 - Examining Root Cause
 - Identifying the Benefits of Resolution
 - Generating Options & Building a Solution
 - Generate, don't Evaluate
 - Creating Mutual Gain Options and Multiple Option Solutions
 - Digging Deeper into your Options
 - Creating a Shortlist
 - Choosing a Solution
 - Managing Emotions
 - Keeping your cool
 - Empathy
 - Asking yourself empowering questions
 - Usage of vocabulary and how it affects emotional states