



Leadership Development

About us

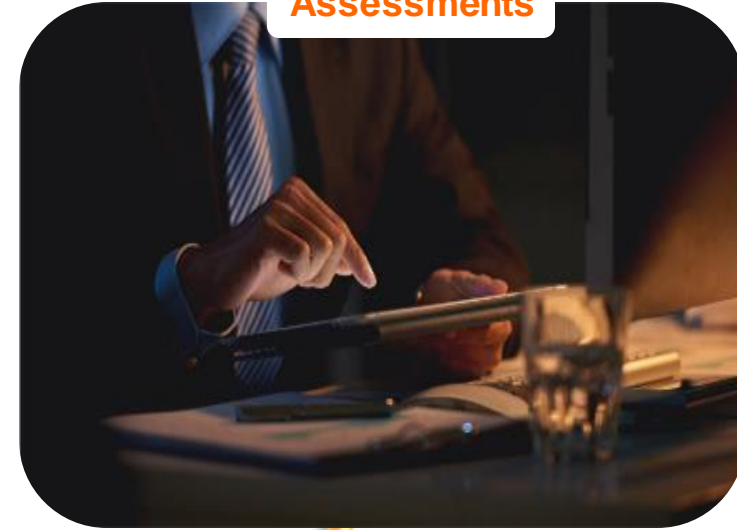
The content and the program approach is strictly confidential. It is strictly forbidden to share any part of this program design approach with any third party

The Manipal Group

Education



Assessments



Health Care



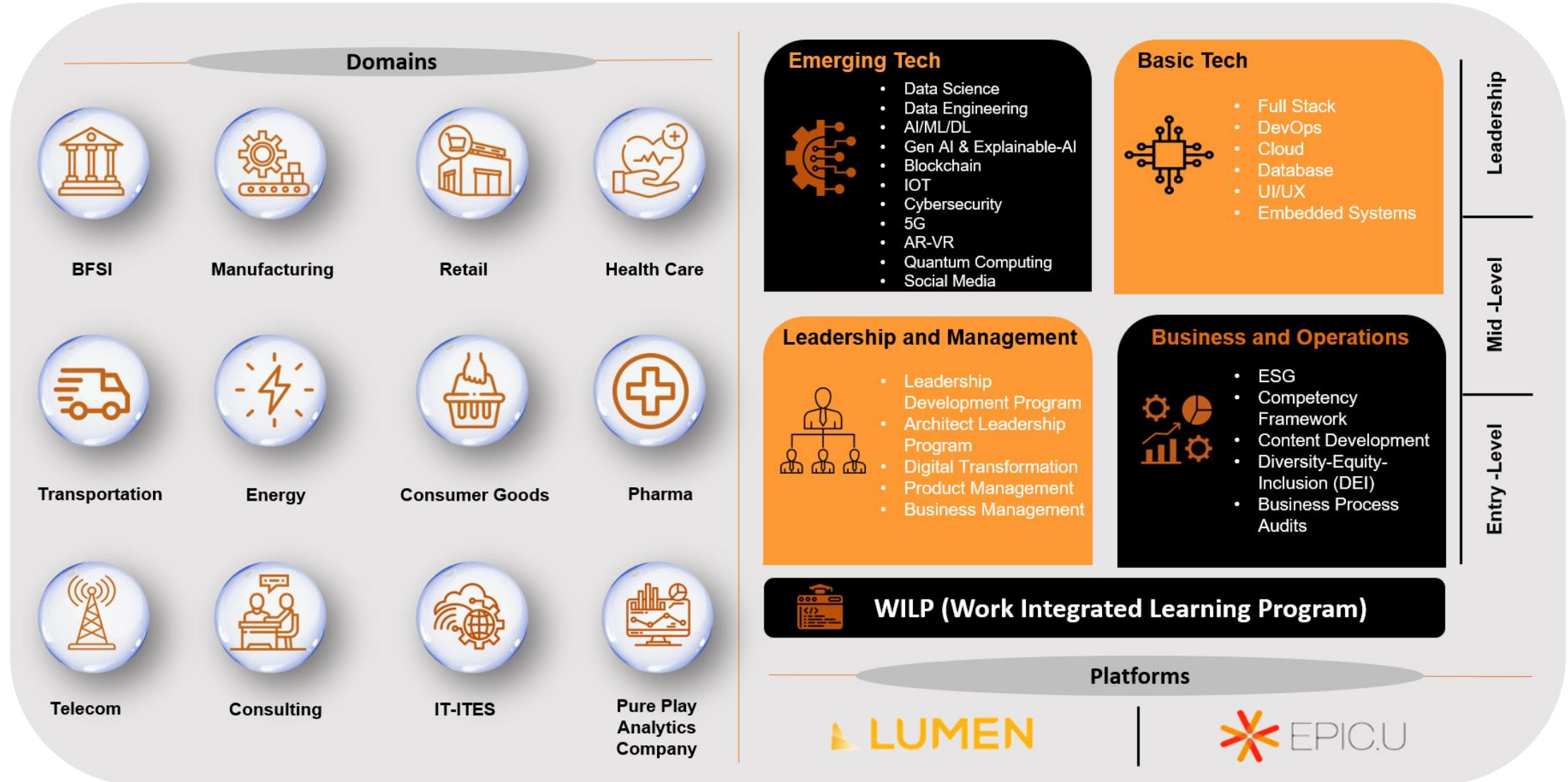
Health Insurance



Charting New Frontiers
In The Knowledge &
Health Industry



We Offer Transformation Solution Across Diverse Verticals



Learning Ecosystem



Program Summary

- ❖ Catalogue of Professional and Leadership Modules
- ❖ Coaching
- ❖ Leadership Assessment Framework



Catalogue of Professional and Leadership Modules

Leadership Upskilling – Professional



Managing Self

- ☐ Who Am I?
- ☐ Critical Thinking & Problem Solving
- ☐ Dealing with Ambiguity
- ☐ Emotional Intelligence
- ☐ Influencing for Impact
- ☐ Influencing without Authority
- ☐ Intrapreneurial Thinking
- ☐ Negotiation Skills: Selling your Ideas
- ☐ Strategic Thinking
- ☐ Successful Negotiation: Essential Strategy and Skills
- ☐ The 360-degree Leadership
- ☐ The Zen of Listening



Managing People

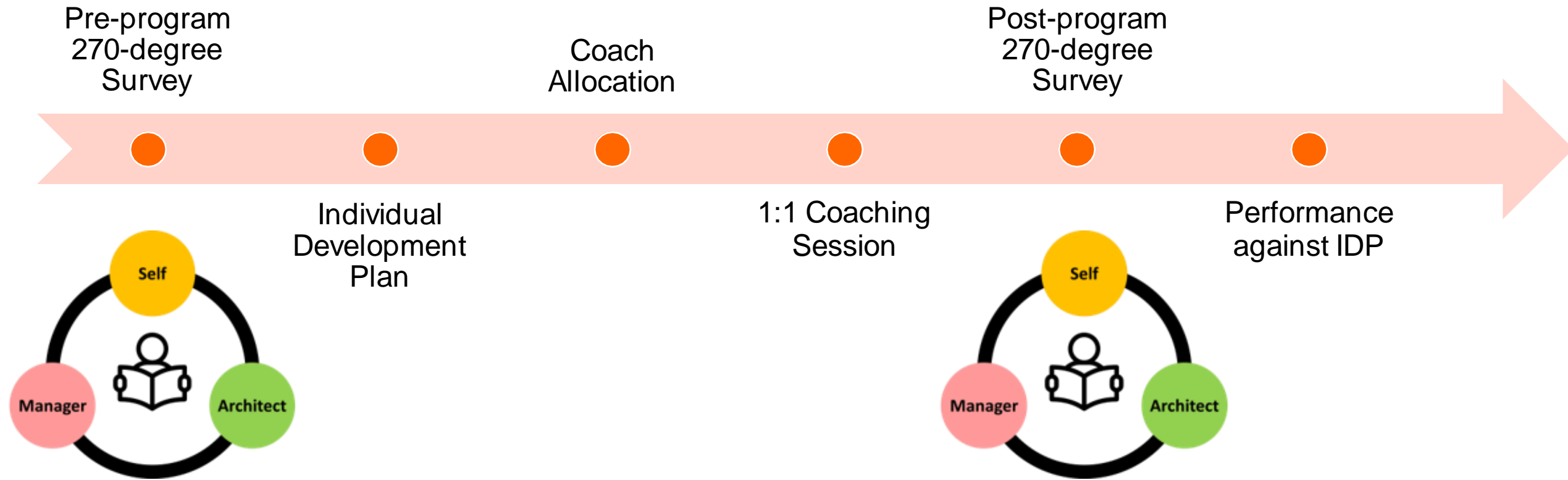
- ☐ Coaching and Mentoring Skills
- ☐ Conflict Management
- ☐ Delegating Skills
- ☐ Leadership Styles
- ☐ Leading Teams
- ☐ Motivating Employees for Performance
- ☐ Transactional Analysis and Collaboration
- ☐ Working Across Cultures



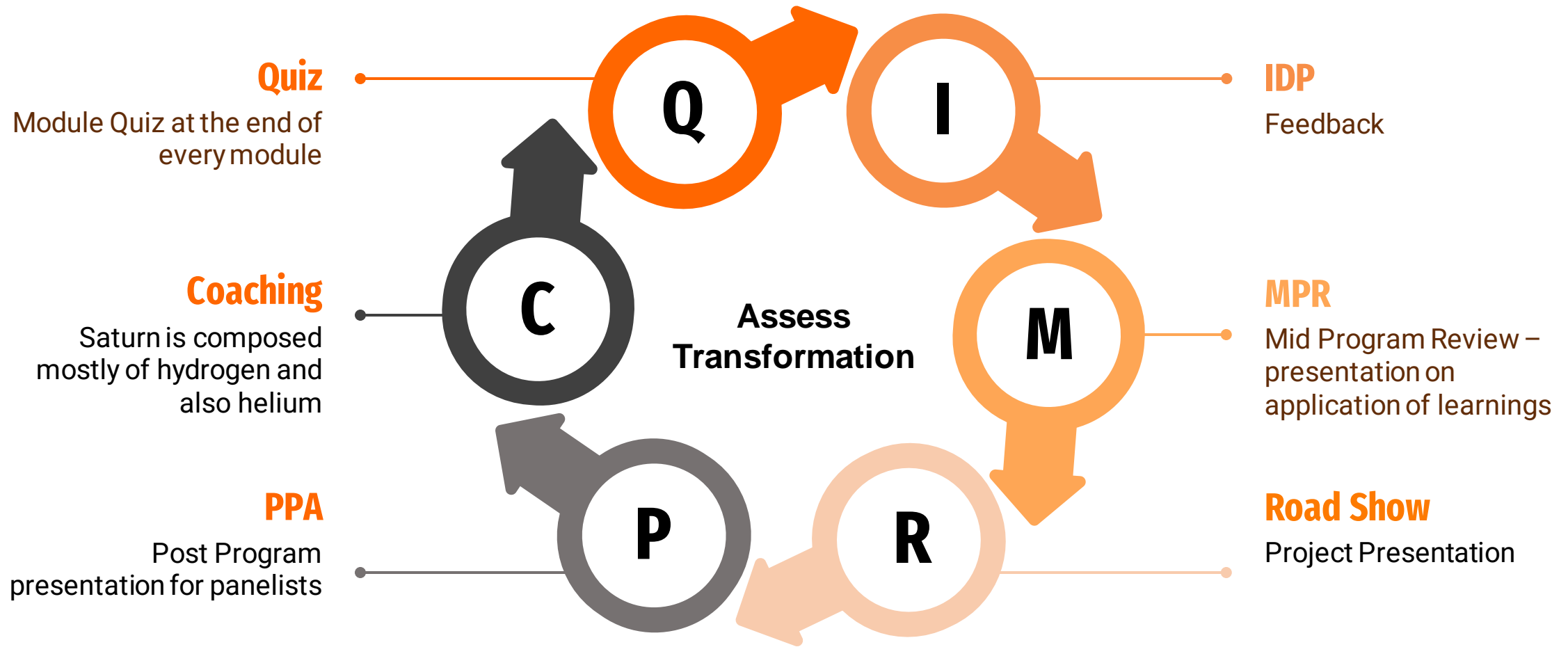
Managing Business

- ☐ Creating Buy-in
- ☐ Embracing Change in the VUCA world
- ☐ Organizational Competence
- ☐ Organizational Savvy: The Power of Positive Politics
- ☐ Data-driven Decision Making
- ☐ The Art of Data Storytelling
- ☐ Strategic Business Planning
- ☐ Managing Change
- ☐ Strategic Communication

Individual Development Plan - 1:1 Coaching plan



Enabling And Measuring Learning Outcome



Customised Programs Delivered for our Clients - Sample



Coaching

Context: Coaching as a Leadership Development Initiative

- ❖ Coaching is a helping relationship set within an organization and business context
- ❖ Coaching formats include:
 - Life skill coaching
 - Business or functional coaching
 - Executive coaching
 - Manager as a coach
 - Situational Coaching
- ❖ Whilst there is a common general process adopted for all 4 formats of coaching, the qualifications, skills, and experience of the coach will be different in each format.
- ❖ 8 to 12 Individual Coaching sessions of 2 hours each, over a period of 8 -12 months.

Objectives of various Coaching Formats

❖ Executive Coaching:

- Helps executives bring about effective action, performance improvement, personal growth and better business results for the organization.
- It targets continuous improvement of an executive who is already a high performer.

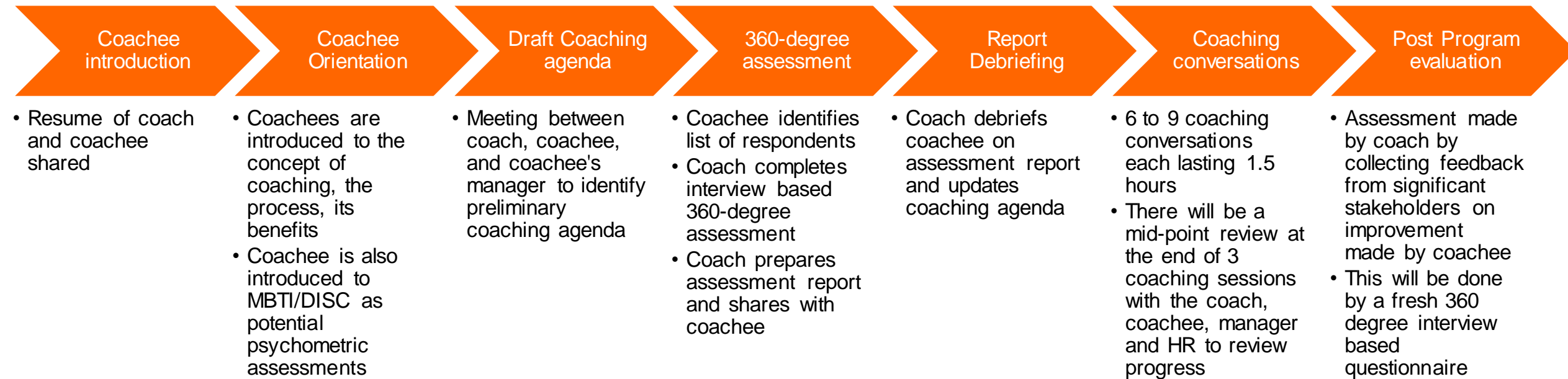
❖ Business/Functional Coaching:

- Targeted at business leaders or functional leaders wishing to meet business/functional objectives in a constantly changing world.
- Most such leaders are operationally engrossed leaving little time to think strategically

❖ Manager as a Coach:

- This form of coaching is required to address the need for leadership development of large numbers of middle and junior managers.
- Managers will be trained and supported to adopt a coaching oriented style of leadership

The Generic Coaching Process



IMPORTANT: All coaching conversations are private and confidential between coach and coachee. Unext will only provide operational data to the client organization on the progress of the coaching conversations without divulging any content related information.

The Coaching Model - GROW



Leadership Assessment Framework

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Criteria Used to Design Assessments

Employee Perspective

- Fair and perceived to be fair
- Decision is not based on a single event
- Takes overall performance into consideration
- Leads to possible developmental interventions

Organization Perspective

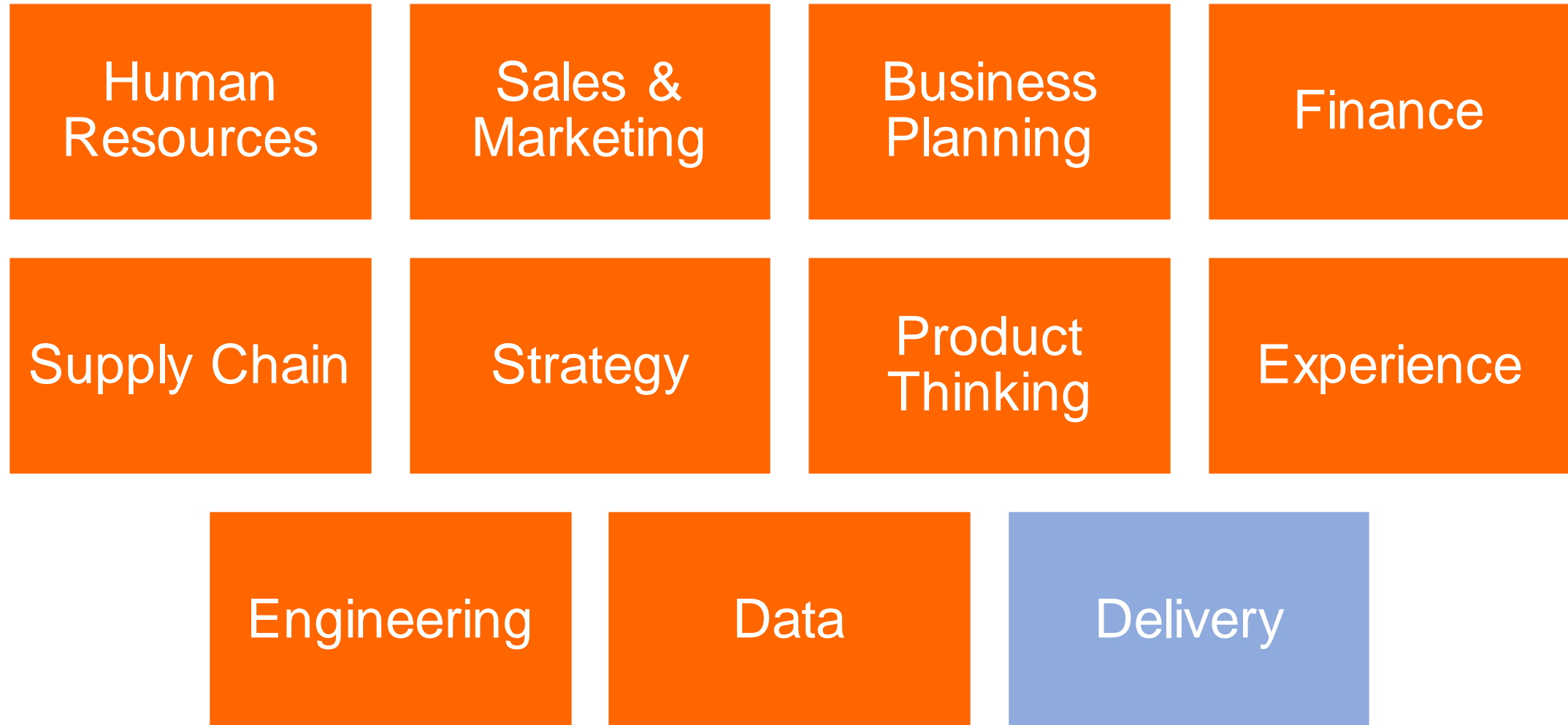
- Must truly differentiate performers
- Defensible
- Leads to possible developmental interventions

Process Perspective

- Easy to implement
- Repeatable
- Reliable
- Robust

Competences to be Measured

Functional Competences



*Further slides will cover a sample implementation for a delivery organization

List of Competences for Delivery Organization - Sample

Leadership Competencies	Professional Competencies	Functional Competencies
<ul style="list-style-type: none">• Building a Collaborative Culture and Mindset• Coaching for performance• Delivers on commitment• Intrapreneurial Mindset• Story-telling• Displays confidence• Being trustworthy• Networking	<ul style="list-style-type: none">• Problem Solving• Conflict resolution• Negotiation• Decision Making• Drives urgency• Emotional Intelligence• Communication skills• Tenacity• Curiosity	<ul style="list-style-type: none">• Commercial savviness• Project/Program Management• Innovation Management• 6-sigma toolset• Market insights & Analysis• Business Strategy• Technology Strategy• Delivering against commitment• Clients' s Service Offerings

Mapping of Role Requirement to Competences - Sample

SI No	Outcomes expected from the Role	Leadership Competencies	Professional Competencies	Functional Competencies
1	Building trust	<ul style="list-style-type: none"> • Being trustworthy • Networking • Displaying diplomacy • Building and Managing Partnerships 	<ul style="list-style-type: none"> • Emotional Intelligence • Communication skills • Tenacity 	<ul style="list-style-type: none"> • Market insights & Analysis • Business Strategy • Technology Strategy • Delivering against commitment
2	Understand client's business	<ul style="list-style-type: none"> • Intrapreneurial Behaviour 	<ul style="list-style-type: none"> • Curiosity 	<ul style="list-style-type: none"> • Business Strategy • Technology Strategy
3	Understand client's market	<ul style="list-style-type: none"> • Intrapreneurial Behaviour 	<ul style="list-style-type: none"> • Curiosity 	<ul style="list-style-type: none"> • Market insights & Market Analysis
4	Consult with client on market	<ul style="list-style-type: none"> • Intrapreneurial Behaviour 	<ul style="list-style-type: none"> • Systems Thinking 	<ul style="list-style-type: none"> • Business Strategy • Market intelligence • Client's Service Offerings

Mapping of Role Requirement to Competences - Sample

SI No	Outcomes expected from the Role	Leadership Competencies	Professional Competencies	Functional Competencies
5	Understand commercials		<ul style="list-style-type: none"> • Problem Solving • Conflict resolution • Negotiation 	<ul style="list-style-type: none"> • Commercial savviness
6	Data driven decision making	<ul style="list-style-type: none"> • Building a Collaborative Culture and Mindset • Coaching for performance • Delivers on commitment • Intrapreneurial Mindset 	<ul style="list-style-type: none"> • Decision Making • Drives urgency 	<ul style="list-style-type: none"> • Project/Program Management
7	Drive innovation & Continuous improvement	<ul style="list-style-type: none"> • Intrapreneurial Mindset 		<ul style="list-style-type: none"> • Innovation Management • 6-sigma toolset
8	Drive the QBRs and other client meetings as applicable	<ul style="list-style-type: none"> • Story-telling • Displays confidence 	<ul style="list-style-type: none"> • Problem Solving • Conflict resolution • Negotiation 	

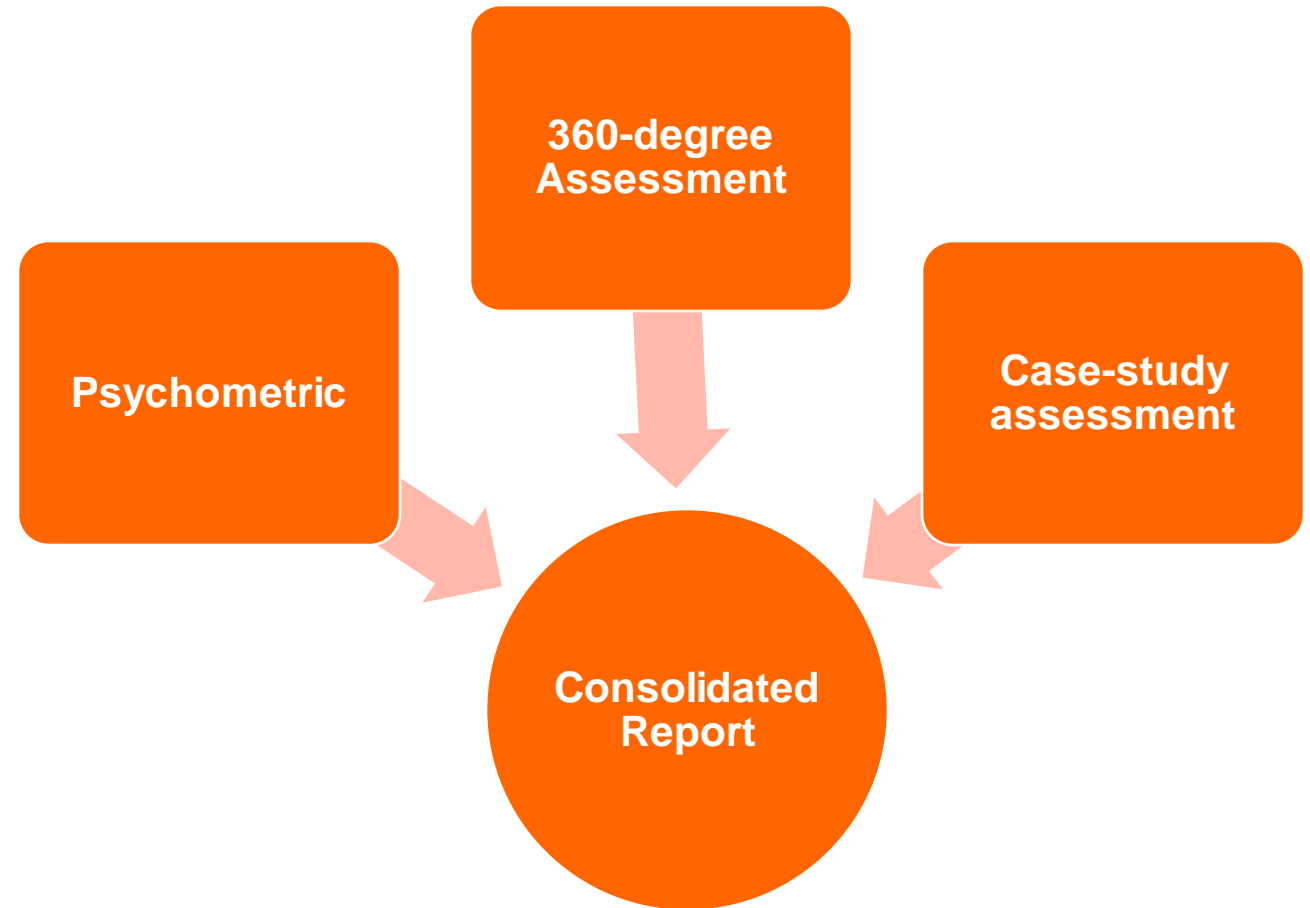
Example of Performance Level of a given Competence area

Problem Solving:

Level of Performance	Competence Description
Needs Significant Improvement	Recognises Problems after they occur
Needs Improvement	Identifies problems – and can find solutions to simple ones
Good	Identifies problems – and can handle almost all problems independently
Very Good	Solves problems at causal level and prevent problems from recurring
Exceptional	Coaches team members on solving problems at a causal level

Levelling is based on ...

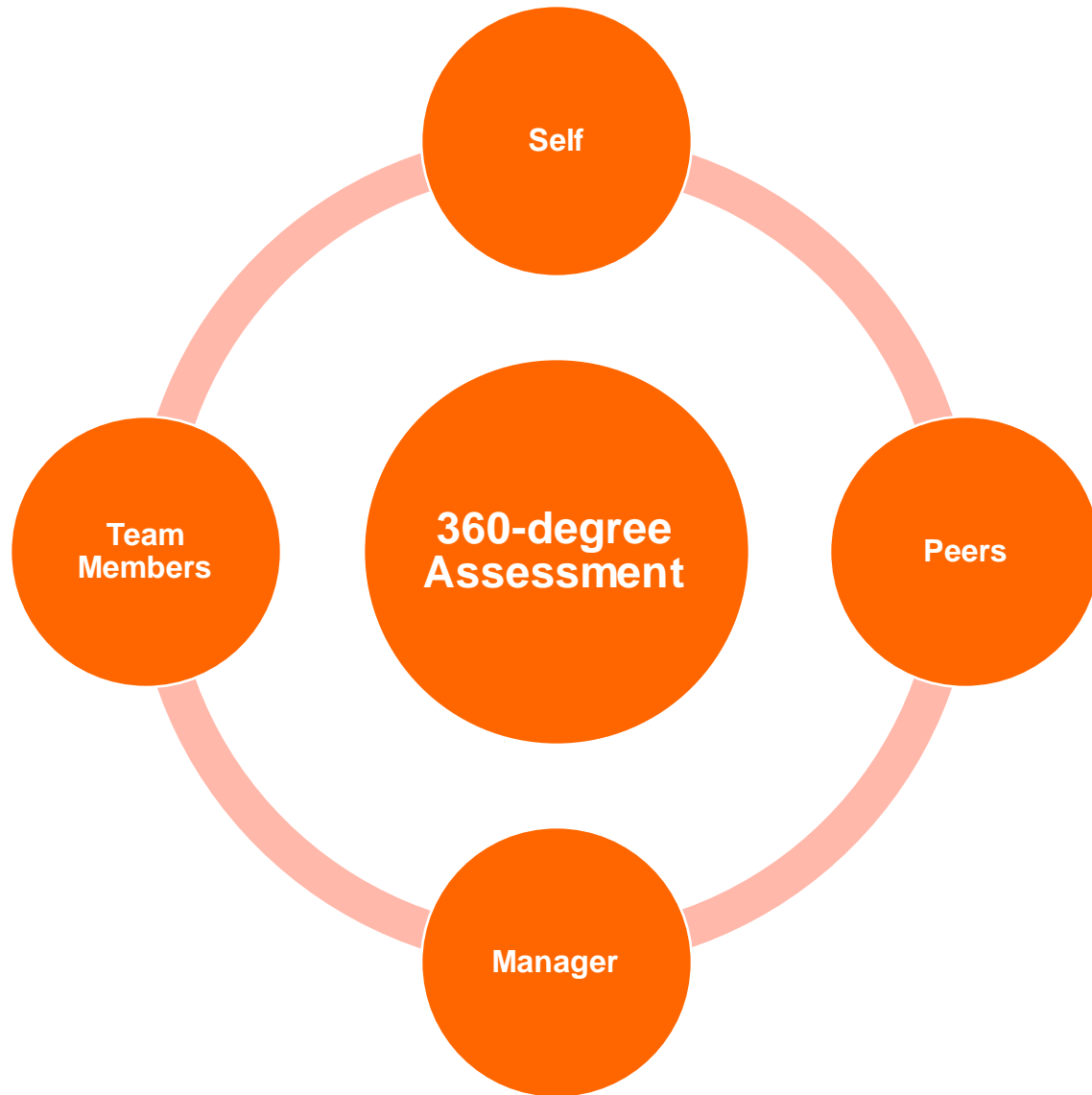
- Competence is a combination of Knowledge, Attitude, Skills, Habits
- Knowledge and Skill can be measured through self-assessments
- Attitude and Habits are through behavioural assessments
- Three sources of inputs that will be used for levelling:
 - Psychometric – MBTI, DISC, Hogan etc
 - 360-degree assessment (Self, Manager, Peers, Team members)
 - Case-study based self-assessment



Psychometric Assessment – MBTI, DISC, Hogan etc

- There are no good or bad personalities
- There could however be certain personality traits that prevent the role holder from playing the role effectively
- During the debrief of the report, role-holders will be coached on how to handle such traits

360-degree Assessment



Will measure behaviours displayed by the participant

Will be based on list of competences agreed upon

The report findings will be used as one input for the levelling decision

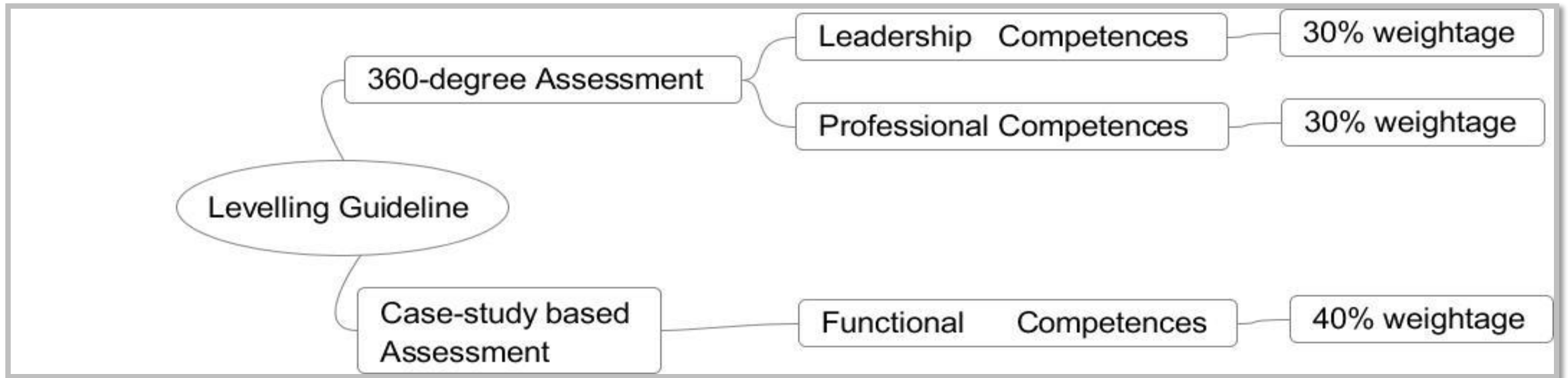
Report will consist of Strengths and Weaknesses

Minimum # of responses required: 3 peers, 1 manager, 3 team members, self

Case-study Based Self-assessment

- Will measure Knowledge, and Skill
- Will be a combination of MCQs and subjective questions
- Will be primarily case-study base
- Case studies will reflect the situations that the assesses face in their work context (Unext will work jointly with client on this)

Consolidated Report - Assessment Weightage & Criteria

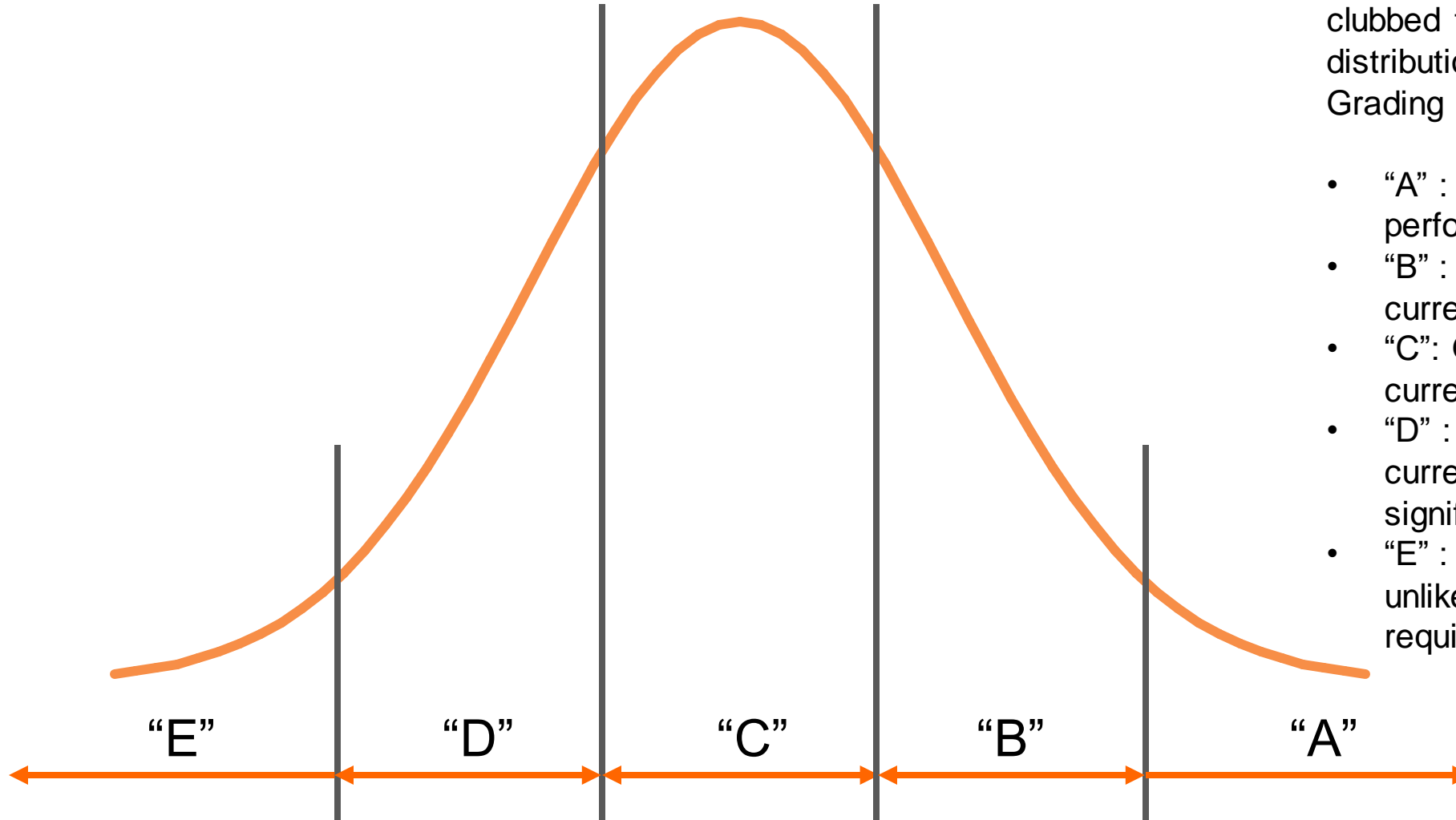


The Psychometric assessment will be merely used towards development plan. The principle being that all personality types are equally welcome in a team.

Group Level Reporting

- Reports will be created per role in case the assesses occupy multiple roles
- The reports will contain a distribution of the holders of the role based on assessment scores
- It will provide group level information on strengths and weaknesses at a competence level
- It will provide names of role-holders across 5 levels of competence:
 - Exceptional : capable of performing at next level soon
 - Very Good : capable of playing current role well
 - Good : just meets requirement of current role
 - Needs Improvement : can meet current role requirements with interventions
 - Needs Significant Improvement : unlikely to meet current role requirements

Group Level Distribution - Combining all Areas of Competence



Participants playing a specific role will be clubbed together to arrive at the distribution.

Grading will be on an absolute scale.

- "A" : Exceptional : capable of performing at next level soon
- "B" : Very Good : capable of playing current role well
- "C" : Good : just meets requirement of current role
- "D" : Needs Improvement : can meet current role requirements with significant interventions
- "E" : Needs Significant Improvement : unlikely to meet current role requirements in the immediate future

Grading Per Competence Per Individual

Strength/Weakness
Individual Development Plan
How well He/She is playing the current role

		Role 1			Role 2		Role 3	
	Outcomes expected from the Role	Novice	Basic	Practitioner	Expert		Guru	
C1	Building trusted relationship across the Client organization			Y				
C2	Understand the client's business & IT strategy/roadmap			Y				
C3	Understand the competitive landscape of the client			Y				
C4	Bring Market trends/Analyst POVs/client's offerings on Client/Account relevant areas			Y				
C5	Understand the Contract/SOW – KPI+, POR, Deliverable etc.			Y				
C6	Drive delivery by standard metrics – Cost, effort, schedule, quality		Y					
C7	Drive innovation & Continuous improvement agenda				Y			
C8	Drive the QBRs and other client meetings as applicable				Y			

- 1) A person at Novice level may have knowledge but no experience on the competences being measured
- 2) Minimum expectation for a Role 1 is he/she should be at the practitioner level
- 3) Minimum expectation for a Role 2 is he/she should be at the expert level
- 4) Expectation for a Role 3 is he/she should be at the guru level

The background of the slide is a dark, textured surface with a pattern of diagonal lines. These lines are composed of many small, glowing orange and yellow particles, giving the impression of a digital or scientific visualization. The overall effect is a sense of depth and movement.

Thank You