

Centre of Strategic Mindset (COSM)



Effecting Strategic Leadership Competencies: Offerings and Timelines

S. No	LEADERSHIP COMPETENCIES & THEMES	# DAYS	LEVEL	PROGRAM DESCRIPTION & OBJECTIVE	FIVE KEY OUTCOMES
1	Achievement Orientation	2	Executive Leadership Emerging Leadership	How does one succeed in ones professional (and personal) responsibilities? By setting goals, - maybe even BHAGs(Big Hairy Audacious Goals) - by being strategic about the execution, and through unrelenting focus. It starts with the setting of ambitious targets and a 360-degree view of how achieving these goals moves the organization forward on multiple dimensions. This program empowers participants to collaboratively set audacious goals without losing sight of the big picture, and work towards accomplishing these goals with an organizational focus. Achieving personal goals enables the organization to succeed. Organizational achievements transcend personal goals.	<ul style="list-style-type: none"> • Stoked AMBITION for setting and achieving Audacious Goals • Structured 'APPROACH & FRAMEWORK' for achievement • How to take successful 'LEAPS OF FAITH' • Enhanced 'RISK APPETITE MITIGATION' plan • A 'GROWTH MINDSET'
2	Active Listening - Sensing - Observing	1	Strategic Leadership	Effectively engaging with colleagues, clients, and other stakeholders requires empathy; empathy is the innate appreciation and understanding of the other person's point-of-view. This program attunes the participants to connect with their business counterparts, goes beyond the typical conversations, and helps enhance communication by focusing on what is implied or unsaid. These are seemingly simple, yet extraordinarily difficult skills that are a prerequisite to operate at the highest level of effectiveness.	<ul style="list-style-type: none"> • 'MINDFULNESS & SITUATIONAL AWARENESS' • Art and Science of developing 'EMPAHTY' • Ability to manage reactions and develop 'MATURED RESPONSES' • How to sense & seize the 'MOOD & DYNAMICS' of the team or workplace • Proficiency in 'CONVERSATIONAL & OBSERVATIONAL INTELLIGENCE'
3	Agility and Opportunity Mindset	2	Executive Leadership	Nimble-footedness and the hunger to grab opportunities - these are qualities that differentiate the highly successful among us from the rest. This program helps participants become fully aware of the tremendous opportunities that are waiting to be unlocked, and enables them to skilfully and swiftly work on them.	<ul style="list-style-type: none"> • Art of 'SEIZING OPPORTUNITIES' • Creating 'POSSIBILITIES' • Balancing 'NIMBLENESS WITH EXCELLENCE' • Leading results in 'CHANGING CONTEXTS' • Shifting 'FRAME OF REFERENCES' with changing situations
4	Art of Asking Powerful Questions	1	Strategic Leadership Executive Leadership	The simplest of questions are often the most thought provoking. Peter Drucker epitomized this approach when helping top executives think through organizational challenges and opportunities. Creating a culture where it's OK to ask even the seemingly straightforward questions is an organizational imperative. This program creates awareness among participants regarding the importance of asking such questions, and prepares them to challenge each other, bring out the best in each other, while being respectful of each other. In the end, the organization wins!	<ul style="list-style-type: none"> • Leading with 'QUESTIONS' • Art and science of 'POWERFUL & COMPELLING QUESTIONS' • Asking Questions that create a 'SHIFT IN PERSPECTIVE'. • Solving 'WICKED PROBLEMS' • Creating possibilities through the 'LENS OF QUESTIONS'
5	Art of Delegation	1	Executive Leadership	What makes a team efficient may not make it effective. How must a manager challenge the team members without overburdening the high performers and while giving ample opportunities for the rest of the team to contribute to the common goal(s)? How can a manager encourage every team member and bring out the best in them while delivering results expected of the team? This program prepares the managers to excel at delegating responsibilities in a thoughtful manner that challenges the team members while also motivating them to perform and exceed expectations.	<ul style="list-style-type: none"> • Art of 'STRUCTURED DELEGATION' • Leveraging 'DELEGATION to DEVELOP' • Delegating for 'PERSONAL GROWTH' • Creating and releasing 'LEADERSHIP BANDWIDTH' • Managing 'PERFORMANCE' without Mikro-managing
6	Art of Feedback	1	Executive Leadership	Letting team members know how they are performing and encouraging them to push things up a notch is perhaps, the single most important responsibility of a manager. To give such feedback in an atmosphere that engenders trust and motivates the team members to perform at a high level, is intrinsic to building top-performing teams. Through this program, managers will gain the skills and the sensitivity required to have these delicate and purposeful conversations that go to the core of an organization's efforts to build motivated teams that care.	<ul style="list-style-type: none"> • Making feedback an 'ASPIRATIONAL PURSUIT' • Art and science of 'FEEDBACK PROCESS' • Making 'Feedback' Memorable. • Mastery in 'FEED FRAMEWORK' - Fact Based, Episodic, Evidential and Direct • Feedback in 'HIGH PRESSURE- HIGH STAKES' situations
7	Art of Skilful Conversations	2	Strategic Leadership Executive Leadership	Facilitating discussions and enabling conversations around issues of vital importance to the organization, bring people together to exchange ideas and act on them. At a team level, creating an environment of openness and thoughtful dialogue makes for a strong team culture. All of these are enabled by the manager who has the ability to draw people into conversations and engages them in a manner that builds trust and mutual respect. This program allows the participants to explore what it takes to have such conversations and how to facilitate discussions to this effect.	<ul style="list-style-type: none"> • Master 'CONVERSATIONAL INTELLIGENCE' • Learn how to create a 'POSITIVE LASTING MEMORY' • From Conversations to 'CLIMATE OF TRUST' • Forging 'RELATIONSHIPS' that generate 'TIMELESS VALUE' • Gain expertise in 'SMALL TALKS'
8	Becoming a Trusted Advisor	2	Executive Leadership	Why should someone seek you out and ask for your input on a vexing problem? Why, upon receiving this advice, should that person take your suggestions to heart? How can you evolve into a personality whose counsel is sought by others? All of this has to do with people placing trust in you. How should one's conduct be, so as to generate such a high level of trust in others? Participants in this program gain an innate understanding of what it takes to rise above the fray, be seen as impartial, wise, and trusted colleagues. In short, be someone in whom, others find comfort in confiding and are non-hesitant to seek advice.	<ul style="list-style-type: none"> • Leading through 'TRUST & EMPATHY' • Featuring on 'SPEED DIAL' of the client • Art of 'STAYING IN RADAR' • Mastering 'TRUST EQUATION' • Measuring and Improving 'TRUST EQUATION'

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9	Building Assertiveness, Proactivity, and Composure	1	Executive Leadership Emerging Leadership	Being calm, collected, confident, and compassionate allows one to tackle uncertainty and stress with equanimity. This enables the individual to process inputs better, think ahead, and instill confidence in those around her/him. Through this program, participants are able to introspect and identify ways in which they can anchor the team through their self-assured approach to resolving challenges or exploring opportunities, while steering clear of potential obstacles.	<ul style="list-style-type: none"> • How to Balance 'EMPATHY' with 'ASSERTION' • Practise art of ' SAYING NO' • Being 'PROACTIVE' • Maintaining 'OBJECTIVITY & EQUANIMITY' • Developing 'BIAS FOR ACTION'
10	Building Coalitions & Forging Alliances	2	Executive Leadership/ Strategic Leadership	A successful manager is not necessarily someone who gets things done solely by the power of authority. On the contrary, it is someone who is able to influence and orient others toward a common purpose, without having formal control. How does one go about developing such relationships across the board? How does one build this cohesive group of individuals who come from different backgrounds and have different motivations? Participants in this program walk away with a better understanding and a toolkit for building these purpose-driven coalitions.	<ul style="list-style-type: none"> • Sensing and shaping 'STAKEHOLDERS' DYNAMICS' • Influence 'WITHOUT AUTHORITY' • Aligning 'DIVERSE PARTNERS' around a shared vision • Handling 'CREATIVE CONFLICTS' • Practising 'RELATIONSHIPS FIRST - OUTCOMES LATER'
11	Building Networks - Advocates, Sponsors, and Evangelists	2	Executive Leadership Emerging Leadership	Networking goes far beyond LinkedIn and other online platforms. It's about identifying a set of people that are able to vouch for what you bring to the table whenever you need their support. It's about creating a track record so that those who worked with you will not hesitate to represent your positive work ethic and approach to doing things. to their own audiences. This program prepares participants to develop such a strong network of champions - a gift that will keep on giving long after the current task, project, initiative, role, job, department, or organization.	<ul style="list-style-type: none"> • Becoming an 'AUTHENTIC NETWORKER' • Cultivating 'ADVOCATES, SPONSORS & EVANGELISTS' • Overcoming 'FANS' - Fears, Notions, Assumptions & Self-Limiting Beliefs • Understand & practice 'VALUE DRIVEN NETWORKING' • Learn 'NETWORK = NETWORTH'
12	Building Personal Brand	2	Strategic Leadership Executive Leadership	What do you stand for? What do people identify you with? In what esteem do people hold you? Do people feel comfortable to approach you? What do they say about you? What does it take to build a stellar reputation across the length and breadth of the organization? In short, how do you build this aura of highly successful, yet, down-to-earth and approachable persona? This program delves into the details of what building a strong personal brand entails and how does one continue maintaining such a strong personal brand.	<ul style="list-style-type: none"> • Evaluating Your 'BRAND PROMISE' • 'HOW TO BRAND AUTHENTICALLY' without feeling Guilty • Clarity on dimensions of 'MY BRAND' • Building your 'BRAND STORY' • Creative 'BRAND LEVERAGE'
13	Building Successful Partnership	2	Executive Leadership Emerging Leadership	Identifying the right partners to accomplish a goal is one thing. However establishing the all-important rapport and developing a relationship based on mutual trust and respect is paramount when working together to achieve the goals that have been set. Successful partnerships transcend specific projects or specific goals. If managed well, these partnerships can span entire careers! This program opens up the vista for participants as they reimagine their professional relationships and work on reshaping them into partnerships that will stand the test of time.	<ul style="list-style-type: none"> • What goes into the 'MAKING OF PARTNERSHIP' • Finding the 'COMMON GROUND' and a 'SHARED PURPOSE' • Handling 'DISAGREEMENTS WITH GRACE' • Mastering 'INFLUENCING' and 'ENGAGEMENT' • Forging relationships that generate 'TIMELESS VALUE'
14	Challenging Status Quo	1	Strategic Leadership	A business can't keep doing things the same way they have been done before, and expect different results. Business as usual is the bane of organizational growth, as is complacency the bane of personal growth. This program will empower participants to leverage each others' perspectives and expertise; work together to set a bold new agenda for themselves, their teams, departments, and organizations, challenging each other to improve and enabling the organization to transform the way it conducts itself.	<ul style="list-style-type: none"> • Signs of 'STATUS QUO' • Identifying 'DOMINANT LOGICS' • Power of 'META QUESTIONS' • Balancing 'EMPATHY & CREATIVE CHALLENGE' • Setting and shaping up 'BOLD AGENDA'
15	Collaboration & Busting Silos	1	Executive Leadership	When departments in an organization are compartmentalized to an extent that cross functional engagements become difficult, if not impossible to manage, Corporate inefficiency and departmental fiefdoms reign supreme. Through this program, participants develop the framework to avoid such a quagmire; identify ways in which they can work together across functions and lines of business, and create the basis for collaborative exchange throughout the organizational structure.	<ul style="list-style-type: none"> • Identifying 'SILOS' and 'POWER CENTERS' • Moving from 'CROSS-PURPOSES' to 'SHARED PURPOSE' • 'BUILDING BLOCKS' of Collaboration • Managing 'POSITION versus INTEREST' • Making others win to 'WIN SELF'
16	Competitive Edge	2	Executive Leadership	Be it at the individual level or an organizational level, how does one continue to stay ahead of competition? How does one continue to reinvent oneself? How does one make competition irrelevant? These questions and more are answered in this program as participants explore concrete ways in which they and their organizations can continue to blaze the trail in a highly competitive market.	<ul style="list-style-type: none"> • Competing through the 'VISION' • Finding and developing your 'EDGE' • Creating a 'COMPETITIVE CANVAS' • Identifying 'INTANGIBLES' for greater leverage • Competing through 'DATA, INNOVATION & RELATIONSHIPS'

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17	Courage Risk and Comfort Zone	1	Executive Leadership	It is easy for any individual or an organization to slip into a steady state where things are on autopilot, without any extra effort being applied. This is also the time when the entity is at its most vulnerable to unexpected external influences. How must one evaluate the challenges and exploit the opportunities to make a positive impact? Through this program, participants will learn how to evaluate the risks associated with both- action and inaction, when in a steady state. This evaluation is then followed up with working on a bold new vision - whether it is an incremental or a step change - that will require fearless execution.	<ul style="list-style-type: none"> • Risk - A 'DOORWAY TO FUTURE' • Dealing with risk in a structured way • Managing Risk with Ambition • Taking a 'LEAP OF FAITH' • Becoming a 'SMART-RISK TAKER'
18	Creating a Winning Culture	2	Strategic Leadership Executive Leadership	Positive leadership, positive thinking, purpose-driven actions - all of these contribute to a consistently positive attitude across the breadth of the organization. This positive reinforcement is a gift that keeps on giving when it comes to soundly beating the competition, having a highly motivated and committed work force, and enabling highest levels of customer satisfaction. How can an organization get to such a point where high performance across the spectrum is a foregone conclusion? Participants in this program work to understand how this perfect confluence of positivity can be achieved. They then apply this learning to their own organizations to help create a culture that promotes such positive outcomes.	<ul style="list-style-type: none"> • Modelling 'THE WAY' • Inspiring 'A SHARED VISION' • Challenging the Process • Enabling 'OTHERS TO ACT' • Encourage the heart
19	Creating Happiness	1	Executive Leadership Emerging Leadership	Happiness. Bliss. Ananda. When the team members are happy, the team witnesses high performance and high levels of cohesion. When the workforce is happy, that higher energy level is evident throughout the organization. People are excited to apply themselves to generate desirable, positive outcomes for themselves, their teams, and their organizations. This program explores the different dimensions in which happiness can be spread within a team or an organization. Participants will walk away with specific takeaways on how to be happy on a personal front and how that can translate to happiness on the professional front.	<ul style="list-style-type: none"> • Demystifying 'ASPIRATION, PURPOSE, MEANING and HAPPINESS' • Having a 'BIG PICTURE' but finding joy in 'SMALL ACTIONS' • Creating personal strategies and tools to build 'MOMENTS OF JOY' • Developing a 'MINDSET OF GRATITUDE' • How to be 'AWESOME EVERYDAY'
20	Creativity and Learning on the Fly	2	Executive Leadership	No job is tailor-made for a specific individual. People grow into their roles and responsibilities by learning on the job. In that case, why would someone be given such a job in the first place, when they're not yet ready? The answer lies in the person's willingness to get their hands dirty, learning while doing, doing while learning, all the while seeing things with a fresh pair of eyes and bringing curiosity and an innovative spirit to the table. This program enables participants to unleash their latent creativity and helps them become comfortable with the idea that not everything is familiar in a job at the outset.	<ul style="list-style-type: none"> • Discover your 'CREATIVITY MUSCLE' • Honing creativity through 'MICRO SKILLS' • Solve a real, wicked 'BUSINESS CHALLENGE' • Acquire new tools and triggers for 'CREATIVE PROBLEM SOLVING' • Learn to 'CONNECT THE DOTS' and 'MAKE SENSE'
21	Customer Centricity, Customer Orientation & Customer Obsession	2	Executive Leadership/ Strategic Leadership	Customer is sovereign. The organization that is proactively tuned into customers' experience with its products and services and their feedback, is best positioned to adapt to changing customer preferences. Indeed, some of the most successful corporations owe their success to being obstinately focused on its customers. Participants in this program will walk away with an innate understanding of how important it is to have the customer at the centre of the universe for their organization, and more importantly, how they can enable such a customer-focused culture across the entirety of the organization.	<ul style="list-style-type: none"> • Understanding Customers' 'UNMET NEEDS & ASPIRATIONS' • Appreciating the 'CUSTOMER JOURNEY' through the lens of 'EMPATHY' • Keeping customers in your 'FRAME OF REFERENCE' • Cascading customer centric 'CULTURE' and 'BEHAVIOURS' • Learn 'BUSINESS CHEMISTRY TOOL' to manage customers' expectations
22	Dealing with Ambiguity	2	Executive Leadership Emerging Leadership	Uncertainty is the only thing certain in this universe. Yet, we as individuals and representatives of organizations are focused every day on reducing the level of uncertainty in everything we do. In a dynamic marketplace where an unforeseen development can completely upend the so-called equilibrium, how can someone develop a tolerance for ambiguity? How can one get comfortable with the fact that disorder is the only order, and develop contingencies accordingly? This program aims to make participants accept uncertainty as intrinsic to doing business, and gives them a framework within which to operate as they work on reducing uncertainty in their respective roles and markets.	<ul style="list-style-type: none"> • Turning 'AMBIGUITY' into 'QUEST' • Understanding 'TYPES' of ambiguities • Working with 'GREY' • Baseline 'DEALING WITH AMBIGUITY (DWA)' Quotient' • 'QELT model' for mastering skills for handling ambiguity
23	Design Thinking	3	Executive Leadership	Why should someone use our product or service? What do we know about the target users and their preferences? How can we iterate and improve on our initial assumptions so that we're able to identify solutions that were not originally apparent? In this program, participants immerse themselves in the Design Thinking approach to solving problems by <ul style="list-style-type: none"> • empathizing with users, • defining problems and identifying insights, • ideating by challenging long-held assumptions, • prototyping to start creating solutions, and • testing the solutions to ensure they're working 	<ul style="list-style-type: none"> • Shifting mindset from 'PRODUCT CENTRED' to 'HUMAN CENTRED' approach • Generating big and bold ideas and churning the 'INNOVATION ENGINE' of the org • Wearing the lens of 'EMPATHY' for customer to capture the unmet needs • Discipline of 'INSPIRATION', 'IDEATION' and 'IMPLEMENTATION' • Design Thinking becomes the 'WAY OF LIFE'
24	Developing Empowering Leaders	2	Executive Leadership	A successful leader does not just lead the team to success year after year. Beyond simply reaching milestones, the leader is invested in the success of her/his own team. Such a leader actively fosters open dialog within the team, encourages healthy debates, creates a healthy environment where team members are allowed to make mistakes without the fear of reprimand in order to grow as individuals and contributors, and allows team members to make decisions. Participants emerge from this program, well on their way to becoming empathetic and empowering managers that are keen to transform their teams!	<ul style="list-style-type: none"> • Acting on the 'LEADERSHIP SHADOW' that we cast below • Co-creating a mindset of 'OWNERSHIP and ACCOUNTABILITY' • Creating an 'EMPOWERED LEADERS MAP' • Empowering through 'EMPATHY' • Handling 'EGO'

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25	Developing Thought Leadership	1	Strategic Leadership Executive Leadership	How does one become a preeminent personality and an expert - a reservoir of ideas and a focal point of advice, within a wide network? In short, how do thought leaders come about? How can we become one? This program is an in-depth look into the makings of a thought leader, encouraging the participants to evaluate themselves on a number of attributes to see where they stand on the "thought leadership quotient" and developing a roadmap that will set them on the course of becoming a thought leader in their own right.	<ul style="list-style-type: none"> • Baseline 'THOUGHT LEADERSHIP ACUMEN' • Enhancing the ability to 'CREATE NOVEL IDEAS' and making them 'VISIBLE' • Creating your 'THOUGHT LEADERSHIP and PERSONAL VISION' strategy • Crafting your 3 box framework of 'CURRENT, PAST and FUTURE' • Mastering Thought Leadership 'LEVERAGE'
26	Developing Winning Teams	2	Strategic Leadership Executive Leadership	The most successful teams are not the ones with one or two top performers who account for a lion's share of the effort that's undertaken by the team. Rather, consistently successful teams count on every team member to pull their weight, where there's a culture of mutual trust and respect, and there's healthy exchange of ideas where everyone's opinion counts - rather, everyone's opinion is actively sought. Participants in this program will immerse themselves in discussions and case studies that will transform the way they approach team dynamics. Winning teams start coalescing through a change in mindset.	<ul style="list-style-type: none"> • Understanding and improving the 'TEAM DYNAMICS' • Aligning a 'SHARED COMMITMENT' and 'COMPELLING TEAM VISION' • Learning tools how to transform relationship from 'ME' to 'WE' • Creating a winning culture of 'TRIBE' • Twenty ways to inspire a 'WINNING TEAM'
27	Developing Mindset of Scale	1	Executive Leadership	How can a business create a non-linear relationship between the resources it has at its disposal and the growth that it aspires to capture? How can the business model be reimagined so as to enable rapid revenue and profitability growth with a not-so-rapid growth in expenses? Through the case studies that are discussed and frameworks that are identified, participants in this program will anchor firmly on the idea of scale and bring that mindset to work every day.	<ul style="list-style-type: none"> • Tenets of EXPONENTIAL THINKING • How to envision at 10 X LEVEL • Balancing Current PERFORMANCE Engine with NEW GROWTH Engine • Integrating INTUITION with DATA • Handling the OVERWHELM effect of aspirations and planning the journey BRICK BY BRICK
28	Developing Creative Confidence	1	Emerging Leadership	Solutions to most problems are rarely obvious. In business, there are more grey areas than right or wrong approaches. Problems are solved by breaking them into smaller parts, and addressing them through ingenuity, out-of-the-box thinking, creativity, and applying past learning in a new and improved manner. As the smaller challenges are resolved, it builds confidence in no uncertain terms, and eventually, the larger problem automatically gets addressed. This program identifies ways in which participants can develop confidence that's infused with creativity, and creativity that comes with being confident. Attendees will walk away ready to take on the next challenge.	<ul style="list-style-type: none"> • Overcoming SELF-LIMITING beliefs • Process for managing the journey from FLASH to an INSIGHT • Finding and cultivate the CREATIVITY MUSCLE • Turning ASSUMPTIONS upside down • Programmed for Success, trained to handle FAILURES or SETBACKS
29	Entrepreneurial Instinct	1	Executive Leadership Emerging Leadership	The biggest organizations of today owe their beginnings to an entrepreneurial idea. What makes one idea worth pursuing and what makes another idea an also-ran? How does a company pivot to a new business model altogether? How can organizations infuse their employee base with an entrepreneurial spirit so that no challenge is insurmountable? Can entrepreneurial instincts be codified as a set of steps or processes? Or is it all just happenstance? All of these questions and more are discussed in detail in this program through examples and case study discussions. Participants in this program head back to work equipped with an entrepreneurial mindset, ready to take on challenges.	<ul style="list-style-type: none"> • Orientation to find and solve WICKED PROBLEMS • Mastering PROBLEM DISCOVERY • Finding POSSIBILITIES, monetizing OPPORTUNITIES • Taking bets on IDEAS to create VALUE • Identifying and harnessing ENTREPRENEURIAL SPIRIT
30	Execution Excellence	2	Executive Leadership Emerging Leadership	An organization can have a strategy, but it will only give meaningful results if the execution is done well. Strategy without execution is like an aspiration without action. What are the methodologies and toolkit to be adopted when the organization finally has to get things done? How can things be done in the best manner possible so that the outcome is more or less a given? Is there a framework that can enable excellence during execution? All of these aspects are explored in detail in this program and participants gain real insights into what excellence in execution entails and how to make that second nature.	<ul style="list-style-type: none"> • Mastering OPERATIONAL PRECISIONS • Crafting BATTLE PROCEDURES • Finding the DEVIL IN DETAIL and making THINGS HAPPEN • Bridging the gap of CLARITY between the strategy and the tactics • Providing OVERSIGHT, reviewing PROGRESS
31	Executive Presence	1	Executive Leadership	Does the broader organization respect you as an executive? Do you earn that respect because of the force of your personality or is that respect being afforded to you as a result of the position that you hold? How can an executive exude the kind of optimism and energy that rubs off on the rest of the organization? How can one hold the attention of the entire organization and keep everyone excited about the direction being taken? This program does a deep dive into the concept of Executive Presence and prepares those aspiring for leadership positions to start developing such a presence.	<ul style="list-style-type: none"> • Developing GRAVITAS, COMMUNICATION and APPEARANCE • Finding own AUTHENTIC SELF and leveraging it to CONNECT with people • Maintaining GRACE UNDER FIRE • Mastering THOUGHTS, WORDS and DEEDS • Leading through PRESENCE, inspiring with IMPACT
32	Goal Setting and Action Planning	2	Emerging Leadership	Without goals, any action taken up can be likened to flailing - pointlessly expending effort and energy that only sink you further. So how does one go about setting goals, at a personal level, at a family level, at work, at team level, department level, and organizational level? Is it enough if the goals are set? How does one go about accomplishing those goals? What kind of deliberate actions are needed and how must those actions be coordinated in order to give the best results possible? The framework and methodology for goal setting and planning actions that get the organization closer to the goals are explored by the participants in this program.	<ul style="list-style-type: none"> • Art and Science of GOAL DISCOVERY • Goal Setting PROCESS & FRAMEWORK • Linking GOALS with MEASURES • Cascading goals without DILUTION & DISTORTION • Crafting ROADMAP for goal setting and action planning

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33	How to be Awesome Everyday at Work and Life	1	Executive Leadership Emerging Leadership	Some individuals just take people by storm. Their mere presence is uplifting and the energy they exude is infectious. Is it possible for those of us who are not this kind to transform themselves? How can we develop such an outlook and attitude? How do we work on our confidence and joie de vivre? How can we bring our best self to everything we take up at home and at work? Participants in this program walk away with ready-to-implement steps and approaches, that when actively undertaken, will effect such a transformation in the individuals.	<ul style="list-style-type: none"> Conquering PERSONAL BATTLES Overcoming SELF-INDUCED DEMONS Maintaining EMOTIONAL RESILIENCE Being MINDFUL Finding your MOJO
34	Implementing Balanced Scorecard	2	Executive Leadership Emerging Leadership	What is the Balanced Scorecard? How does an organization connect the dots between various components of strategic planning and management? How can the organization ensure that the vision, mission, and strategy are being translated into objectives and key performance indicators for employees? How is progress on these objectives at a team and individual level being looped back in a meaningful manner to the organization at large? How can we link financial performance, organizational efficiency, knowledge and innovation, and customer satisfaction together to achieve the organization's stated goals? This program equips the attendees with a step-by-step approach to implementing the balanced scorecard across the length and breadth of the organization.	<ul style="list-style-type: none"> Power of BSC FRAMEWORK Crafting Objectives - Measures - Targets - Initiatives Linking Initiatives with Goal Measures Crafting STRATEGY MAPS Achieving X-FUNCTIONAL Alignment
35	Incubating New Ideas	1	Executive Leadership	There are many ideas that an organization can be toying with, but how to know which ones are worth pursuing that will create a new growth engine for the company? What should the organization do, to give the best shot possible for these ideas to succeed? Is there a proven method or approach that will free up the team working on these new ideas from the day-to-day operations, so they're focused on creating the future and not worry about the current performance engine? This program sets up the participants with a clear framework on how they can enable new ideas to gain ground under their watch. Numerous case studies and concomitant discussions will bring it all together.	<ul style="list-style-type: none"> Learn TQI Framework (Trigger - Question - Idea) Turning IDEAS into OUTCOMES Art and Science of CHOOSING most promising ideas FEASIBILITY - VIABILITY - DESIRABILITY FRAMEWORK Generating SIGNIFICANT IDEAS from the ordinary ones
36	Influencing Others	2	Executive Leadership Emerging Leadership	Why would someone do the things you want them to do? Is it because of respect or fear or submission or indebtedness? While these are all potential ways to influence others to get work done, there is only one approach that has shown consistent results: when people believe that the idea was theirs to begin with. The sense of ownership that comes with it is immense. The question then becomes: how can I influence people in a manner that they take ownership of the task on hand? Precisely this question and the many pathways to influencing people in a way that build positive momentum all around, are answered in this program. The participants will walk away energized about the opportunity to influence others and the different ways to effect that influence.	<ul style="list-style-type: none"> Learn INFLUENCE CURRENCY INVENTORY Master the PRINCIPLE OF RECIPROCITY Art and Science of CHOOSING most promising ideas FEASIBILITY - VIABILITY - DESIRABILITY FRAMEWORK Generating SIGNIFICANT IDEAS from the ordinary ones
37	Inspirational Leadership	1	Strategic Leadership Executive Leadership	Leadership by dictat hardly ever works. On the other hand, the leader who inspires his team is able to deliver superior results consistently. This program allows the participants to introspect and understand what kind of leaders they are, and explores how they can tweak their leadership qualities and become inspirational leaders in their own right. A number of real case studies are discussed and debated by the attendees alongside diving into frameworks and toolkits that can be applied to help them become inspiring leaders.	<ul style="list-style-type: none"> Develop PERSONAL INSPIRATION framework Finding SEEDS OF INSPIRATION Why Should Anyone Be Led Me How to find inspiration on a daily basis How to inspire others on a daily basis
38	Leaders as Coaches	2	Strategic Leadership Executive Leadership	An organization is only as good as its employees. If the employees are high performing, the organization automatically gains an edge in terms of performance. How can employees across the organization be groomed in a consistent, organized, and deliberate manner such that they can improve in every aspect of their responsibilities and beyond? It comes down to the how effective the leaders in the organization are, in coaching the employees, to remove self-doubt, and instilling in them, the confidence that they can reach for the stars. This program enables the leaders to transform into coaches through self-awareness and empathy, and works with the attendees to make this not as a flash in the pan experience, but that coaching becomes a habit to the leaders.	<ul style="list-style-type: none"> Develop COACHING ACUMEN Seizing COACHING MOMENTS Creating a SHIFT IN THE PERSPECTIVE Three Core Coaching Skills - LISTENING, ASKING QUESTIONS & FEEDBACK Facilitating INSIGHT, supporting ACTION PLANNING
39	Leadership Presence	1	Strategic Leadership Executive Leadership	Why do some leaders inspire you when they speak? Why do many others render you soporific the moment they start communicating? How can one communicate with presence and be seen as the leader who is able to rally the team and the broader organization? Are there examples we can learn from, as both do's and don'ts? How do leaders transform others through their mere presence? Is there a way to measure it? Through this program, the participants engage with those around them to understand what kind of energy they exude, how it can be improved, and more importantly, how to make "presence" a habit through the application of frameworks and methodologies.	<ul style="list-style-type: none"> Finding Your INNER VOICE Developing LISTENING - SENSING - OBSERVING Honing CREDIBILITY, demonstrating COURAGE Leading through QUESTIONS & STORIES Mastering PITCHES AND NARRATIVES
40	Managerial Effectiveness	2	Executive Leadership Emerging Leadership	How often have we heard of a manager not being very effective in her/his job? What does it take to become a good manager? Does being good mean being effective? Does being effective mean being good? What are the ways in which a manager can become more effective in her/his job such that she/he earns the respect of the entire team? What are the best practices of highly effective managers? This program aims to throw light on what makes a manager effective in her/his job, and explores some of the techniques that have helped increase managerial effectiveness in no uncertain terms. The participants walk away equipped with the toolkit that will transform them into effective managers.	<ul style="list-style-type: none"> Managing the TRIPPLE CONSTRAINT of Time, Quality and Costs Nuance of the BEST out of their Teams Handling Team's Performance Personal Effectiveness Best Practices Handling CONFLICTS

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S. No	LEADERSHIP COMPETENCIES & THEMES	# DAYS	LEVEL	PROGRAM DESCRIPTION & OBJECTIVE	FIVE KEY OUTCOMES
41	Managers as Mentors	1	Executive Leadership	A subordinate is not simply looking for feedback from the supervisor in terms of what aspects of her/his performance on the job can improve. A subordinate is looking for support, in search of someone who has the subordinate's best interests in mind, someone who does not judge her/him and gives unconditional advice that is aimed at making the subordinate the best she/he can be. In short, a mentor. What if, the supervisor plays the role of the mentor? How does this relationship obliterate the traditional relationship between a supervisor and the subordinate? Does it make sense to roll into one, the role of a mentor and a manager? What are the pros and cons and does one outweigh the other? What are the techniques for making mentors out of managers? This program sheds light on all of these aspects.	<ul style="list-style-type: none"> Understand the difference between MENTORING and COACHING Baseline Mentoring Acumen through MENTORING ACUMEN INVENTORY Six masterful MENTORING SKILLS Mentoring Model - TRANSFORM Handling MENTORING CONVERSATIONS
42	Managing Risks	2	Strategic Leadership Executive Leadership	Change is the only constant. And with change comes uncertainty. Uncertainty implies risk. So how does one go about managing change in a way that reduces uncertainty and mitigates risk? What toolkit allows someone to achieve this? How have organizations done this successfully in the past? How is the nature of risk evolving? Some of these critical questions are explored in depth in this program. Through role playing and other real-world exercise and examples, the participants get an innate sense of how to manage risk and uncertainty, both in their personal and professional lives.	<ul style="list-style-type: none"> Understanding Risk HOLISTICALLY Art and Science of LEAP OF FAITH Preparing for RISK, planning for SUCCESS Handling Risks through the LENS OF AMBITION Let Risk Be Your Best Friend
43	Managing Time, Energy and Productivity	1	Executive Leadership Emerging Leadership	In the fast paced world that we live in, when there are distractions all around us, be it in a personal setting or a professional setting, how does one manage one's time? How can we continue to produce output that's expected of us (and then some) within the given time frame? What does it mean in terms of efficiency? What does it mean in terms of effectiveness? What are the time-tested strategies and techniques for maintaining a high level of productivity? This program delves into the inter-relationship between these three entities and the participants emerge with a better understanding of the best practices that can improve their own productivity and energy.	<ul style="list-style-type: none"> Learn APDF Framework - ANTICIPATE, PLAN, DOCUMENT, FOLLOW Audit your Time Schedule to create More Time THREE CALENDARS that can change life, significantly Managing EMOTIONAL, PHYSICAL, SPIRITUAL ENERGY Learn HERO HABITS that make us productive
44	Managing Upwards	1	Executive Leadership Emerging Leadership	Someone asked, "How can I grow in my job and be recognized?" The answer came pat, "Make sure your boss is happy." Then the question became, "How can I make my boss happy?" That's the question that will be answered in no uncertain terms in this program that is replete with real world examples and exercises that give the participants invaluable insights into what level of communication is appropriate with the higher-ups, how one should go about developing a level of rapport and camaraderie with the supervisor, and whether it is possible to manage those above you in hierarchy.	<ul style="list-style-type: none"> Understanding the RELATIONSHIP WITH BOSS Treating your MANAGER AS CUSTOMER Find out your RELATIONSHIP DYNAMICS SCORE Translating CONFLICTS into SYNERGY Earning SUPPORT & SPONSORSHIP from Managers
45	Managing for Short Term	2	Executive Leadership Emerging Leadership	John Keynes, in one of his more cynical moods exclaimed, "In the long run, we are all dead." As true as that statement maybe for individuals; for corporations, the long-term view is full of growth and optimism if the management team takes the right decisions in the short-term. Strategy is important as organizations and business leaders plan for the future. However, future does not arrive suddenly. It comes one day at a time. In other words, the long-term is an infinite series of short-terms. So how can one execute in the short-term which helps in being relevant in the long run? That's the question that is explored in depth and dissected in great detail in this program that will equip participants with some proven techniques for becoming successful in the short-term, and thus position themselves for the long-term.	<ul style="list-style-type: none"> Understanding three Key Elements of Managing for Short Term (MFST) Learn How to QUANTIFY EVERYTHING How to KEEP DATE with Targets, Deadlines, Milestones Acquiring a BIFOCAL VISION to manage short-term w.r.t Long-Term Managing the Paradox of BIG PICTURE with OPERATIONAL PRECISION
46	Ownership and Accountability	1	Executive Leadership Emerging Leadership	What does skin in the game mean? How does one make it happen? How can an organization engender the sense of pride and ownership among its employees? How can we create a culture where people are looking forward to taking up challenges because they believe in the work they're doing? When things go right, does the management get all the credit? When things go wrong, does the team get pointed at? What are the frameworks and best practices in building a sense of ownership among the broader employee base? How does an organization hold people accountable? What are some of the real world situations that the participants can learn from? These questions and more are explored in this program in which the participants get to ask some deep questions and discover answers through team work.	<ul style="list-style-type: none"> Behaviours that makes us ACCOUNTABLE Developing OWNERSHIP in a Chaotic Environment How to hold OTHERS ACCOUNTABLE Tools and Framework that inspire Ownership and drive Accountability When to SAVE YOUR SKIN and When to have SKIN IN THE GAME
47	People Leadership	2	Executive Leadership	Why should someone look up to you? What makes someone follow another person and trust their judgment and instincts? Is someone born a leader or can leaders be made? If the latter is true, what are the ways one can aspire to become a leader that people are inspired by? This program is all about bringing out the latent leadership skills in the participants, and enabling them to become better people leaders by working through real-world scenarios and understanding some of the leadership frameworks.	<ul style="list-style-type: none"> The Golden Principle - KNOW YOURSELF, KNOW YOUR PEOPLE, KNOW YOUR JOB Becoming a TALENT MAGNET & MULTIPLIER Discovering ACCIDENTAL DIMINISHER Behaviours How to Lead People to Greatness Discovering WHY SHOULD ANYONE BE LEAD BY ME
48	Performance Drive	2	Executive Leadership Emerging Leadership	It's not enough to reach a peak. It's important to get further conditioned and continue to scale higher heights. This is not something for just mountaineers, but is true for organizations as well. How can an organization continue to extract high performance from its employees without them feeling a sense of burn-out? Will it be possible to push it up a notch or can performance reach a plateau? What are the ways in which an organization can motivate an individual to push things up a notch? These questions and more are explored in this program, and the attendees are able to understand through intimate discussions, what it takes to drive an organization's and an individual's performance higher.	<ul style="list-style-type: none"> DRAINERS & DRIVERS of Performance Six Dimensions PERFORMANCE DRIVE MODEL Team's PERFORMANCE MATRIX Motivating for RESULTS - Managing for EFFICIENCY PERFORMANCE AUDIT for Self & Team

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49	Planning & Organizing	2	Executive Leadership Emerging Leadership	Why are some people more successful than others? Why are some organizations better at responding to market shifts than others? It all boils down to who is better prepared. This program empowers the attendees to get ahead with superior planning and organizational skills. This session is a hands-on exposure to some of the time tested strategies for planning and organizing, both personal lives as well as corporate agendas, in a way that begets success long into the future.	<ul style="list-style-type: none"> • Crafting a VISION BOARD • Crafting SCENARIOS and PLAN • Mastering CONTINGENCY PLANNING • COURSE CORRECTION vis a vis STICKING WITH THE PLAN • Organizing EFFORT and RESOURCES
50	Scenario Planning	3	Strategic Leadership Executive Leadership	How does one go about thinking through the different possibilities and potential outcomes when making a decision? How to plan for contingencies in case there is a suboptimal option? How to leverage the upward trajectory when there's a superior option? What can be done when the decision results in things going sideways (neither up nor down)? How about a myriad other possibilities? How does one plan for this? All this and much more is discussed through case studies and group discussions in this program, and the participants emerge with a better understanding of how to do contingency planning.	<ul style="list-style-type: none"> • Principles of Scenario-Based Planning • Matrix : IMPACT versus INSECURITY • Generating OPTIONS and CHOICES • Crafting BUSINESS MODEL and formulating STRATEGY MAP • Translating Strategy Map into GENUINE KPIs
51	Strategic Direction	2	Strategic Leadership Executive Leadership	There can be any number of decisions that can be taken about which way a company has to take, when there are multiple forks in the road. There are no right or wrong answers but some answers are more right than others in terms of the implications they have in the long-term. This program equips the senior leadership team with tools and frameworks to consider when choosing between multiple such options, and enables them to take the decision when choosing the path that will orient the organization to continued growth and improved profitability.	<ul style="list-style-type: none"> • Sensing STAGNATION & considering a DECISIVE SHIFT • Setting DDI (Destination, Direction, Impact) • Balancing CORE COMPETENCE versus WHITE SPACE • Charting out REINVENTION ROADMAP • Tenets of STAYING RELEVANT
52	Strategic Thinking	2	Strategic Leadership Executive Leadership	Too often, organizations become fully consumed in resolving the day-to-day challenges and the leadership is forced to take their eyes off what's on the horizon. Indeed, it's not the leadership alone - the rank and file employees don't take the time to think broadly or about the big picture for the most part. This program will engage with the attendees and help them understand the framework for strategic thinking - the idea that the future is now, and small steps taken today will lead us to the future that we envision. A great way to enable employees from across the organization be future-focused.	<ul style="list-style-type: none"> • DNA and PATTERN of Strategic Thinkers • Managing the Paradox of DREAM and BIAS FOR ACTION • Managing the Paradox of INSIGHT and FORESIGHT • Designing the STRATEGIC THINKING FUNNEL • Strategic Thinking - A CHANCE OR A CHOICE
53	Talent Development	2	Executive Leadership	The biggest challenge of organizations today is finding the right talent for the jobs that need to be done. Rather than simply look outside for candidates that may have the right credentials, companies are better served if they bring people up from within the ranks of their own employees and groom them for future growth. In this facilitated program, senior leadership team members and those representing the HR function work together to identify and incorporate best practices for developing internal talent into the overall HR processes. Talent development, after all, is the best way to reward employees for performance, demonstrate to them that the organization cares for them, and ensures employee loyalty.	<ul style="list-style-type: none"> • Identifying and assessing POTENTIAL • Translating Potential into PERFORMANCE • Grooming SUCCESSORS • Getting People READY for BIGGER GAME • Mastering NEXT MOVE
54	The Art of Possibility	2	Strategic Leadership Executive Leadership	Doing business successfully in any context is about never taking "no" for an answer and always exploring what's possible. It requires a "can do" attitude and a "never say die" attitude. This program aims to unlock the immense potential that is inherent in us, but due to inertia and self-doubt and ignorance, we barely scratch the surface in the realm of possibilities. The "Art of Possibility" works with attendees and conditions them to delve into the unknown and the uncertain with the support of those around them. Whether at work or in personal life, there are boundless opportunities waiting to be explored. Through this session, the attendees are empowered to make things happen that was always considered "out of bounds."	<ul style="list-style-type: none"> • Vision - Primary FRAMEWORK FOR POSSIBILITY • Tapping into the UNIVERSE OF POSSIBILITY • Converting SNOWFLAKES into an AVALANCHE • Entertaining Possibilities in a STRUCTURED MANNER • Journey from Possibilities to Outcomes