



361°  
**Leader**

Corporate Leadership Programs

People Power L1 Program  
for junior to lower middle managers



People Power L2 Program  
for middle managers and above



# Leader

Corporate Leadership Programs



## ○ People Power For Lasting Corporate Managers

Managers who lead their people effectively possess 'People Power'.

Beyond a stage in their careers, managers need to pay extra attention to their people skills and their emotional intelligence because these critical abilities attract the business organizations' spotlight on them for special project selections, promotions, crises handling and consequent career progression. And since such abilities need to be habitualized, they can only be developed and perfected over time. Hence, managers need to start early enough in their careers and build upon their abilities with persistent implementation.

### from common to special

Our People Power program achieves all of this through our unique scientific learning process called MetaTraining™. Its principal objective is to enhance effectiveness of managers as 'people leaders' infusing them with people power.

In common terms, the People Power program –

- Helps managers contribute to building a common-goal oriented, cohesive and synergic workforce under them;
- Enables creation of more leaders in the organization, helping the organization with their succession planning;
- Promotes a positive environment and builds a culture of initiatives, innovation and thought-leadership;
- Grooms and warms-up new managers for higher responsibility as people leaders;
- Induces self-awareness and introspection in managers leading to an ability to watch, correct and improve themselves, and much more...

### from awareness to action

Most training programs end up adding more and more knowledge in the participants, and very little of it trickles into action. There's a science behind why such training programs fail to evoke on-the-ground results. Why, despite being fully 'aware' of what should be done for a better work and personal life, people are not able to 'action' their awareness.

People Power explains this science to the learners, which enables them to work at increasing their rate and probability of converting their knowledge into application, awareness into action, and learning into implementation. Our learners have found this as immensely valuable not only for the program's effectiveness, but even for their professional and personal lives in general.

### People Power in action

The participating managers (learners) go through learning modules on leadership development, people-effectiveness, and so on. These modules have been arrived at after involving corporate personnel across industries, geographies, and organization hierarchy levels.

The quality of learning transfer significantly depends on the "context-relevance" of content. Our skilled and experienced Facilitators and E Coaches lace their delivery with contexts of the organization and individual learners, which we meticulously gather and study as part of our thorough preparation policy. This 50-day program begins and ends with highly validated and reliable Level-3 evaluations of the learners.



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## ● People Power L1 Program For Junior To Lower Middle Managers

### Turn Talent into Performance

#### Who is it meant for?

For entry-level to lower middle managers, those who have managed teams for five years or less; and sometimes high-potential prospective managers.

#### Key Benefit

The People Power L1 program makes effective leaders out of efficient managers.

#### Specific Outcomes

- Maturity in dealing with diverse work styles and viewpoints
- Preparedness for taking higher responsibilities
- Higher initiative taking
- Dealing productively with negative feedback
- Higher information and knowledge sharing
- Sharing the onus of maintaining good hierarchical relationships
- Ability to understand others' concerns, while making observations on self
- Infused sensitivity and trust in work relationships
- Unclogged communication channelization
- Stronger sense of belonging

#### Learning Modules

##### Effectiveness of a Champion Workforce

This module deals with a few key elements of Emotional Intelligence, which if present in every member of the workforce, would make it a 'champion' workforce in terms of its performance, people experiences and future development. It involves aspects like...

1. What is the basis of work relationships and the most valued attribute of an effective leader. Discusses what makes a leader trustworthy and how building an environment of trust can be initiated by the leader, despite all external odds.
2. What assertiveness really means; how does it link with clarity of thought and communication; how can it be used to meet individual and larger goals, and how can one learn to be assertive without getting aggressive.



3. Why should managers learn to do self-disclosure; what is an appropriate self-disclosure; how can it build an easy work-environment, what are its risks and how to minimize them.
4. What is sensitivity commonly misunderstood to be; how does it impact one's communication, decisions and attitude, and help build work relationships.

##### Habits of a Champion Workforce Member

Suggests some habits that managers can adopt for being more effective and contributive to the larger workforce that they are a part of. Moreover, as they aspire to be people leaders in future, these habits would serve as a robust foundation too. These habits relate to...

1. Criticism by colleagues and boss can throw one off-balance, especially when it is harsh. How can managers change their attitude towards criticism and how can they benefit from the criticism they face.
2. Understand the new meaning of 'knowledge is power'; how can managers augment their growth by being in the learning and sharing mode.
3. Why managers must welcome diversity in thoughts and styles, and how can they cherish and benefit from the diversity around.
4. A distinguishing habit of promising leaders is being action-oriented; why should managers build a favourable attitude for initiatives; how can they mitigate chances of failure in their initiatives.



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## ○ People Power L2 Program For Middle Managers and Above

### Applied Wisdom for Leaders

#### Who is it meant for?

For middle to senior managers; those who have managed teams for about six to ten years; and sometimes high potential entry level managers who are competent for next level.

#### Key Benefit

The People Power L2 program increases the experienced manager's effectiveness as a people leader.

#### Specific Outcomes

- Positive environment/culture of initiatives and innovation
- Thought leadership
- Creating stronger sense of belonging
- Producing second-line of leaders
- Smart resource deployment
- Ability to understand others' concerns, while making observations on self
- Infused sensitivity and trust in work relationships
- Unclogged communication channelization
- Making the team understand the common goal
- Ability to watch and correct self

#### Learning Modules

##### Effectiveness of a Champion Workforce

This module deals with a few key elements of Emotional Intelligence, which if present in every member of the workforce, would make it a 'champion' workforce in terms of its performance, people experiences and future development. It involves aspects like...

1. What is the basis of work relationships and the most valued attribute of an effective leader. Discusses what makes a leader trustworthy and how building an environment of trust can be initiated by the leader despite all external odds.
2. What assertiveness really means; how does it link with clarity of thought and communication; how can it be used to meet individual and larger goals, and how can one learn to be assertive without being aggressive.
3. Why should managers learn to do self-disclosure; what is an appropriate self-disclosure; how can it be used to build an easy work-environment, what are its risks and how to minimize them.



4. What is sensitivity commonly misunderstood to be; how does it impact one's communication, decisions and attitude, and help build work relationships.

##### Inside-Out Workouts of a People Leader

Suggests specific healthy practices that managers could make an integral part of their leading styles; some are to be practiced with oneself and others to be practiced with reportees. The aspects are...

1. What do managers conveniently refer 'openness' as, what kind of openness is much needed in them and why, and how to build this attribute in self.
2. What key awareness about their workforce can tremendously boost managers' effectiveness; how can managers build this awareness and maintain its relevance.
3. An eye-opener for managers – an invisible factor that may be affecting managers' influence, reputation and acceptance among their people; how could they find out and take control of it.
4. A practice based on the concept of Daily Leadership, which is known to have direct impact on people's loyalty and performance. How can managers adopt this practice with care and improve quality of their daily leadership; how can this practice be made to give long-term benefits.
5. One of the responsibilities of leaders is to grow more leaders. How can leaders consciously play a role in their reportees' growth and development, and in turn progress in their own careers; how can they develop situational intelligence in the process.



## Understanding MetaTraining™ An End-to-End Learning Process

### Purposeful Existence



The objective is to help learners retain more of what they learn, transfer its application to their real life, and see measured results of its implementation. This extensive, end-to-end learning process draws on globally researched **Adult Learning Principles** and **Scientific Learning Models**.

**Focus on Internalization:** It takes a long time to make any new learning part of one's character or personality. MetaTraining™ process involves steps that enable the learners to introspect, reflect on their feedback, think application, implement learning, and measure progress. This learning cycle heads towards internalization.

**Science of Learning:** An 'adult learner' learns differently from how a child learns. MetaTraining™ is scientifically designed along the principles of adult learning, which make their learning effective and long-lasting.

**Synergic Learning:** Very likely, one's new learning would weaken and eventually fade out, if those present in one's everyday life remain uninvolved. The MetaTraining™ process systemically involves the learners' immediate society (peers, family, friends, co-workers) to reinforce and strengthen the newly acquired learning, by way of partnering in implementation, providing feedback and so on.

**361° Evaluation:** What we measure grows. MetaTraining™ process begins and concludes with the learners being evaluated by people from their immediate circle, through questionnaires that are tested for high reliability and validity. These evaluations provide the learners a true picture of their standing on these learning areas, and keep giving them indications of their progress versus efforts in implementation.

**Follow through:** MetaTraining™ process assumes that the learning, its implementation and review, must continue beyond the point of our intervention too, and hence provides a complete follow-through tool kit to the learners to take it forward till required.

### MetaTraining™ Deciphered

Meta -prefix: appearing in Greek, meaning after, along with, beyond, comprehensive, over and above. MetaTraining was born to change the course of present trends of training programs, bringing to reality higher learning Retention, Transfer and Evaluation.

For years, conventional training programs have fallen short on their key purpose – learning retention, implementation, and measurement. An extensive study brought to the forefront these three big-picture trends that set us thinking –

- Subliminally, focus of these training programs has remained on form over substance, frills over functionality, and feel-good factors over reality-check.
- While most training programs do a Level-1 evaluation, there is only a small percentage that goes upto Level-2 or even lesser to Level-3 evaluations.
- Wherever measured, rates of 'Learning Retention and Transfer' in trainees have been found to be alarmingly low.

Conceived by the 361 core team, MetaTraining™ is a unique scientific learning process created to do complete justice to investments (time, money and effort) made in learning and development initiatives, both from the trainee's and the trainer's perspective. MetaTraining challenges the conventional training practices, and goes beyond.



## Client Testimonials

### A Few of Our Client Reactions

By practicing these strategies situations have changed drastically....my entire team is on high spirits and fully charged for future assignments of day to day life. It was good eye opening and learning module, to improve our interpersonnel and relations with our colleagues.

**Alok Tandon, India, Area Business Manager, Astra Zeneca - India**

Certainly by practising these strategies had made huge positive impact in terms of transparency, people owning the business with self-realisation & responsibilities, ability to think decisively and work collaboratively. Self-awareness has brought lot of insight in my day-to-day activities in handing people...

**Balakrishnan G N, India, Area Business Manager, Astra Zeneca - India**

I have been quite successful as students come to me with all their doubts and after spending time with me, they feel more relaxed and motivated to make a schedule and get started on studies. Also my team members are more happy in working with me.

**Charlton Manuel D'Costa, India, Senior Executive - Academics, Career Launcher - India**

After coming back to Pune from the live sessions of 361° minds, I am managing my multi tasking ability much better than before. And I am damn sure that my capability will improve day by day. This is one part of the training's effect.

**Debraj Dhar, India, Manager - Business Development, Career Launcher - India**

As my self evaluator I am happy with the kind of progress I have made by consciously practising the strategy because it is not just talk, but I am able to implement them and see the changes. After applying both the strategies, I have also observed changes in people as they have become more open, appreciate the effort taken to change, and welcome the positive changes.

**Harpreet Kaur Soman, India, Executive-Customer Service , Career Launcher - India**

Post the training, I discovered about relevant and irrelevant observation. Listening to non-verbal cues is a big help. Also, a

learning about consciously interacting with people that helped, will take it further.

**Janhvi A Nanavati, India, Senior Faculty, Career Launcher - India**

People close to me have slowly started giving feedback about my new way of putting things. This is really good and letting me know my stand. ...I could notice the difference very clearly. Definitely, following these strategies have exposed me to a new, clear and better form of expressing thoughts.... . Every day starts for me with these two lines of strategy; surely, it is a big change for me!!!

**Amudharasan Apparsamy, India, Associate - Projects, Covansys - India**

Implementing my key strategies has helped me identify and improve on my developmental needs...it has assisted me tremendously to bring about personal growth and build on my interpersonal skills. My rapport with my seniors, peers and subordinates has improved as well. At the end of it I feel that all the effort put in was worth while.

**Robert Martin Mariappa, India, Assistant Manager-Asset Management, GRO/Zenta - India**

Over last 2/3 weeks, I had been practicing these key strategies. It was a great experience and had a lasting impression on my work life. ...It helped me building a better relationship with and within my team. ...Also I touched upon few people one by one in each and every Practice Assignment. They assisted me well and contributed their best efforts in practicing my Action Goals.

**Tamilarasan Paneerselvam, India, Assistant Manager-Asset Management, GRO/Zenta - India**

Looking back, the last 4 weeks have been an eye opener of sorts. There have been some real good things that I have learnt & am beginning to experience the same. Self confidence has come up shooting high, there is a greater sense of urgency in me with respect to things I do. The feedback that I have been receiving from my peers, superiors & direct reportees are positive.

**Archana Pademutt Subramanya, India, Assistant Manager-Residential Servicing, GRO/Zenta - India**



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## ○ Contact Us Get in Touch

If you require more information on any of our programs or have a specific question, request or concern, please contact us and we would be happy to respond.

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