Syngene

#Take40

MANAGER AS A COACH

GUIDE & TOOLKIT

YOUR GUIDE TO CONDUCTING IMPACTFUL
1-0-1 COACHING CONVERSATIONS

CONTENTS

ANNEXURES

NURTURE

Syngene
Putting Science to Work

Company Performance

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Employee Morale

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NURTURE

Network	Connect with employees; spend time rolling up your sleeves and getting involved
Understand	Show genuine care; listen, empathize and create a safety net for employees to approach you
Respond	Be there when employees want to speak with you; encourage two-way open communication
Train	Develop employees and create a learning culture
Unbiased	Be just; give everyone the same respect; remove bias, bureaucracy
Recognize	Be generous with praise and recognitions; enable a culture of applause
Empower	Provide employees with tools to grow and thrive; lead by action

WHAT IS #TAKE40

#Take40 is Syngene's take on having coaching conversations wherein people managers devote 40 minutes to each team member once in two months. They connect and discuss progress and goals, projects, and development plans - which dovetails into mid-year and end-year conversations.

A Coaching conversation is a shift from telling to asking open-ended questions, help employees problem-solve, and build trust. It enables your team members to own their challenges and take responsibility for their actions.

Team members feel seen, valued, and NURTURED when you, as a manager, make the 1-0-1 a regular event and make their growth a priority. Find more about NURTURE in ANNEXURE page viii

#Take40 is

- A 1-0-1 with your team member where their needs for support are identified to perform even better in the future.
- A shift from telling to 'asking' thought-provoking questions to help your team member find solutions.
- Short 30-minute meetings to help your team member gain clarity and focus to improve performance.
- Keeping your team members aware of their performance by having regular performance conversations throughout the year.

#Take40 is not

- Getting updates from team members on their goals and projects.
- Sharing answers and giving solutions to your team members.
- Long meetings involving performance evaluation or having career conversations with team members.
- Focusing on the past and giving advice to team members to solve problems.

Steps for #Take40 conversations

1. SCHEDULE

Before diving into the conversation, make sure you get into your coaching headspace with the help of a prepration checklist

30 mins

2. STRUCTURE

Start with a session warm-up. Focus on building a rapport with your team member ensuring they are comfortable to take the meeting.
After warm-up, use the GROW model of coaching to have an impactful coaching conversation with your team member. Close the conversation by establishing the key take aways and the way forward.

10 mins

3. WRAPPING UP

Reflect on how your coaching conversation with the team member went for you. What went well and what could you have done better? Do not forget to record your reflection and coaching feedback on the Success Factors portal.

STEP 1

Prepare and schedule your #Take40 conversation

Here is a checklist for you to follow before you start with your coaching conversation. The pro-tips will act as a beneficial aid to help you prepare for some of these points.

Create a safe space

Pro Tip:
1. Start building rapport with your team members.
2. Do not wait for mid and end-year reviews.
3. Talk to your team regularly to establish trust and mutual respect.

Keep your biases at bay

Pro Tip:
1. Set aside your preconceived notions.
2. Focus on positives and believe that everyone can grow and develop.

Make coaching your priority

Pro Tip: Be available to have coaching conversations with your team members.

Have a growth mindset

Pro tip: Stay curious and spend time likening your team member's perspectives.

Know your team member well

Pro tip: Do your research about your team member, their past performance, and results.

Get into your coaching headspace

Pro tip: Shift your mindset from commanding and controlling to empowering and encouraging.

Ensure a favourable meeting environment

Pro tip: Schedule the coaching conversation in advance, and ensure your team member is aware of details like objective, venue and time.

Plan your #Take40 meeting

1.
Inform the team about #Take40

Let your team members know what the #Take40 conversation is all about. You can do this via email or discuss this in the check-in meeting.

2.
Schedule your #Take40

Schedule the #Take40 meeting with all your team members. Keep the following points in mind while scheduling your session.

3.
Set the objective in the email

Set a clear and crisp agenda in the email about the meeting so that the team member know what they can expect from this 30-minute conversation.

4.
Help the team prepare for #Take40

Send out some questions that the team member can prepare in advance. Then, be available to them if they have any questions about the meeting.

Ensure you schedule your #Take40 conversations with each team member

Remember the following points when scheduling a #Take40 1-0-1 meeting

Plan the logistics:
Set up in-person meetings or video calls to have coaching conversations with your team members.

Set aside time:
Dedicate 40 minutes to each coaching conversation. Ensure you check with the team member too for their availability. Set up #Take40 conversations once every two months.

Send out the invite on time: (Refer to Annexure 1 on page i for the reference email template)
Ensure you send out the coaching invite two weeks in advance, giving enough time to the team member to prepare.

Ensure gaps between meetings:
Do not have back-to-back coaching sessions in one day, which can lead to exhaustion. Instead, space out your coaching sessions.

STEP 2

Structure your #Take40

The #Take40 conversation comprises two sections.

30 minutes to have the conversation

10 minutes for reflection and recording feedback on the portal

Phase 1: Conversation starters

Phase 2: GROW model for coaching

Phase 3: Conversation closers

Phase 1

#Take40 conversation starters

Start the conversation with a quick warm-up to create a safe space. Simple but thoughtful small talk will help the team member relax, release their day's tension, and allow them to feel grounded and present during the session.

After the warm-up, reiterate what #Take40 is and its purpose. Set the expectations of the meeting. (Feel free to adapt this conversation based on the situation and the team member. Remember, every team member is unique. Therefore, the same script may not work for all)

Example:

So, Serena, as you might have seen in the email, #Take40 is a brilliant initiative for managers and their team members to connect once every two months. The purpose of this conversation is to understand your current goals and progress and how to set up your future goals, and discuss a development plan. Of course, feel free to bring across any point of concern from your end as well.

Phase 2

Starting #Take40 Conversations using the GROW (Goal, Reality, Options and Way Forward) model of coaching

Remember, the coaching journey is about guiding your team members to explore themselves by prompting them with questions.

See coaching as a journey:

- Start with deciding where the team member wants to go (the goal)
- Help them understand where they currently are (their reality)
- Explore the various routes (the options) to their destination
- Finally, ensure that they are motivated and committed to making the journey and can tackle any obstacles that may come their way

Examples of #Take40

Example 1

Sahil, Manager: Hi Ashley, as I mentioned in the email, I have been looking forward to having this conversation with you. How have you been doing?

Ashley, Team member: Hello Sahil. I am doing well. I, too, was looking forward to having this meeting with you.

Conversation starters

Sahil, Manager — **Ashley, Team member**

Great! Let's start then. I shared some questions with you to help you prepare for this session. So from there, is there anything we could work on to help you achieve your goals better?

Actually, yes, I am working really hard to get clients for our newly launched Edtech product. Still, I am not getting enough support from the tech team regarding timely delivery.

Establishing the goal

Oh, I see you are facing issues with timely deliveries. What is your biggest obstacle with the tech team regarding the deliveries?

Umm, I get a lot of pushback from the tech team when I tell them about the timelines I sign on with the client for the product delivery.

Examining the current reality

I get that you are facing a lot of pushback from the tech team. What are all the things you could do to solve this situation?

I can think of two things right now. Either I try to get more time from the client, or I can get in touch with the tech team to understand reasonable timelines

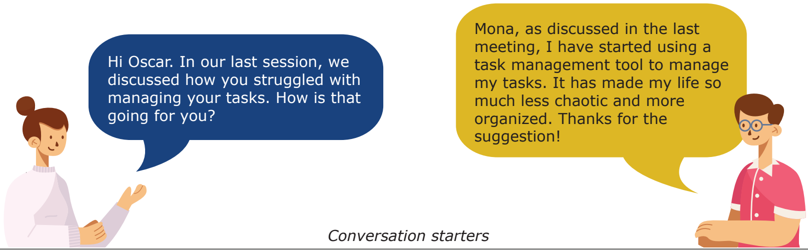
Exploring possible options

That's good. Let's turn this into an action step. What will you do and by when? Let's also write this in your call-to-action plan to track your progress in the next meeting.

I should start looping in the tech team in the client calls so that we can decide timelines that work for all. Let me talk to Tanmay from the tech team about this idea.

Establishing the way forward and closing the conversation

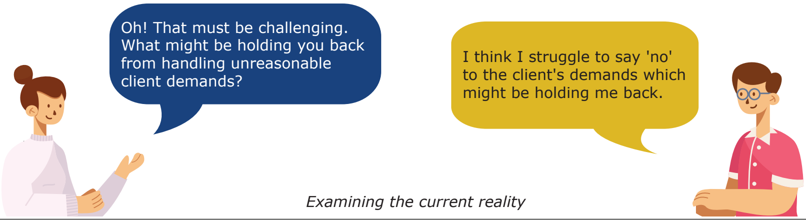
Example 2



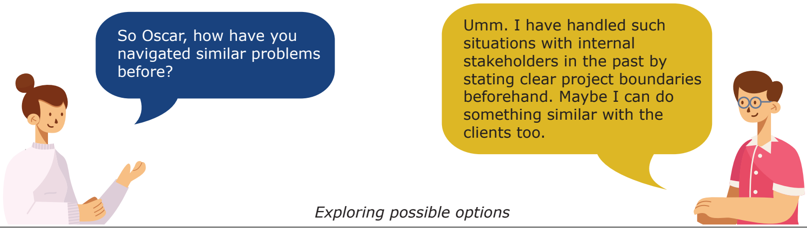
Conversation starters

Mona, Manager **Oscar, Team member**

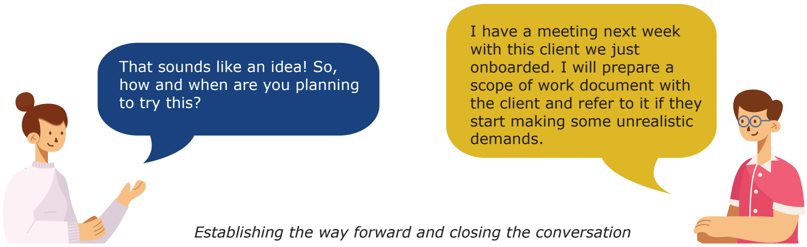
Establishing the goal



Examining the current reality



Exploring possible options



Establishing the way forward and closing the conversation

Phase 3

#Take40 conversation closers

Closing a #Take40 conversation is just as crucial as creating awareness in a session. First, it helps direct the energies of your team members to step into who they want to be. It helps identify what they are committing to do to enhance their performance and results.

- Ask for their Commitment
- Summarize the learnings using a call-to-action plan
- Schedule a follow-up
- Ask if they have questions for you

On a scale of 1—10, how committed are you to fulfilling each of these actions?

Let's fill out this call-to-action plan together, which will help us carve out a development plan for you to achieve the goals we discussed today.

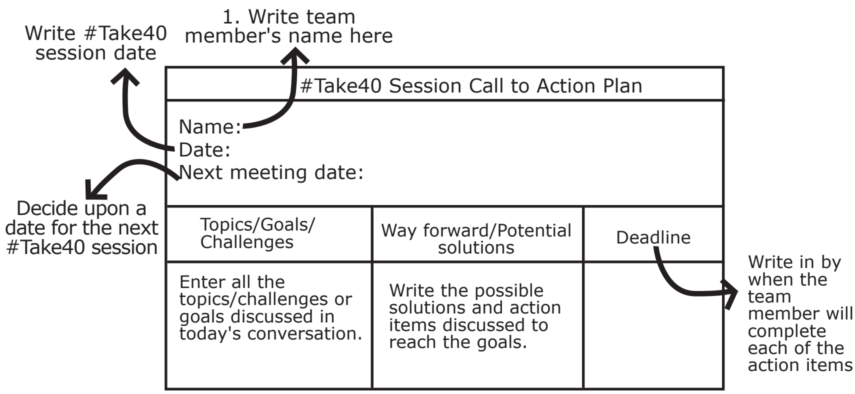
Should we meet next month on the 6th to discuss your progress on the goals we have discussed today?

Call to action

After the 30-minute #Take40 conversation with your team member, the next step is to fill in the call to action plan.

The call to action plan will help you and your team member summarize the #Take40 conversation and arrive at a course of action agreeable to both parties.

Below is a sample call to action template that you can fill right after your 30-minute #Take40 conversation:



Types of Development Opportunities

Here are some development opportunities that you can discuss with your team member during the #Take40 session:

EDUCATION	EXPOSURE	EXPERIENCE
Webinars	Coaching from manager	Additional responsibilities
Books	Mentoring from colleague	Job recrafting
Live training programs	Learning buddy	Stretch assignments
Self-paced courses	Collaboration with other teams	Volunteering
Conferences	Reverse mentoring	Mentoring new joiners
Articles		Field research
Podcasts		

STEP 3

The #Take40 Wrap Up

Questions to help reflect on the coaching conversations

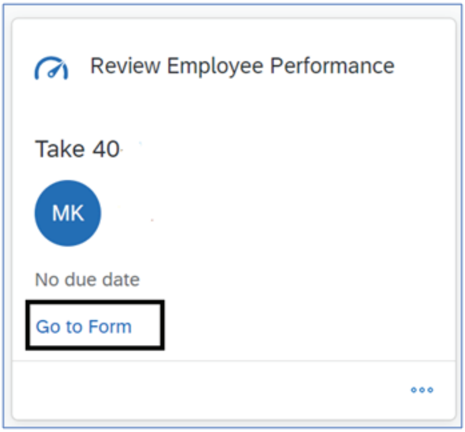
1. How did I build a trusting environment for my team member?
2. What would I do more of, less of, or differently in the next coaching session?

- I showed empathy during the conversation.
- I focused on listening more than talking.
- I ensured my biases or assumptions about the team member didn’t influence the session.
- I concentrated on coaching the person rather than the problem.
- I asked open-ended questions.
- I closed the conversation with a way forward for the team member to action.
- I uploaded the team member’s feedback on SYNERGITA after the conversation.

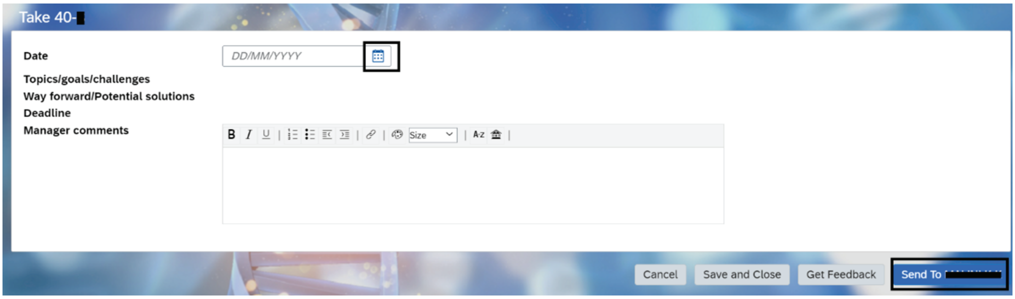
Steps to log in to Syngene Factors tool

Step 1: Go to success factors using this link: https://performancemanager10.successfactors.com/sf/start?_s.crb=fO%252b9djWHUcT1CCmM7%252b5LAFL5pETovj8tJ%252be%252bMQTr5RU%253d Or login to the Success Factors PMS Portal home page.

On the manager home screen, an action card will be available for the manager to initiate #take40 for the employee reporting to him/her.

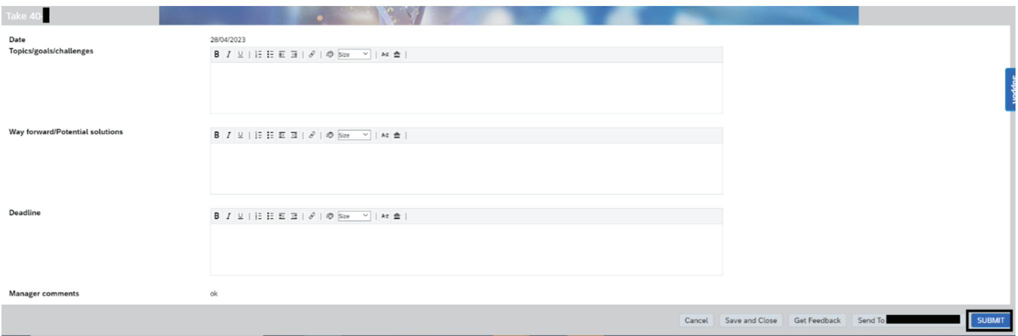


Step 2: Click on **Go to Form** and select the date on which you want to conduct the #take40 conversation and click on Send to Employee after entering your comments.



Step 3: Employee will be getting a notification intimating the initiation of #take40 on the date mentioned by the manager. Carry out your #take40 conversation with your team member on the given date.

Step 4: After conducting the 1 on 1 session, employee needs to login to SuccessFactors and enter the discussion points in the tool and click on Send to Manager to close the #take40 session. This helps employees become accountable to document the discussion and write down the next steps.



ANNEXURE 1

Here is a sample email you can send to your team members whenever you have a #Take40 meeting with them. Feel free to make your improvisations!

Hi Anna,
I hope you are doing great!

I want to set up a #Take40 meeting with you next week. #Take40 is an initiative we are starting at Syngene where managers set up a 30-minute session with team members to discuss their goals and progress. We also discuss anything team members want to bring to the manager's notice.
The objective of this meeting is to know you better as a team member and to discuss how I can support you with your performance and continuous development.

Let me know what time works best for you this week. Here are some time slots that you can choose from:
Monday: 1-1:30 PM
Tuesday: 1-1:30 PM
Wednesday: 11.00-11.30 AM

For starters, it would be great if you could think through the following questions to help us drive the conversation effectively. Therefore, I am attaching the questions below.
Before you attend the coaching session, make a list of your personal goals.
What projects and goals have you been working on these last two months?
What are some challenges that you have faced when working on recent projects?
How can I, as a manager, support you?

See you at the meeting.
Regards.
[Your Signature]

ANNEXURE 2

Checklist for before starting a #Take40 conversation

- [ ] I am in a relaxed headspace to carry out this #Take40 conversation.
- [ ] I have sent out a meeting invite to my team member to schedule #Take40 meeting with them.
- [ ] I have given context to my team member about the #Take40 conversation.
- [ ] I have given my team member enough time to prepare for the #Take40 conversation.

Checklist for during a #Take40 conversation:

- [ ] I have spent enough time to build rapport with my team member before diving into the conversation.
- [ ] I have established a topic/goals to talk about in this conversation with my team member.
- [ ] I have ensured my team member understands the challenges they are facing to achieve their goals.
- [ ] I have helped my team member explore possible solutions to overcome the challenges.
- [ ] I have ended the conversation discussing actionable steps that can be taken to achieve the goal.
- [ ] I filled out the call-to-action plan during the #Take40 conversation.
- [ ] I scheduled the follow-up #Take40 meeting with my team member.

Checklist for post #Take40 reflection:

- I showed empathy during the conversation.
- I focused on listening more rather than talking.
- I ensured my biases or assumptions about the team member didn’t reflect in my conversation.
- I focused on coaching the person rather than the problem.
- I asked open-ended questions.
- I closed the conversation with a way forward for my team member to work on.
- I uploaded team member’s feedback on SYNERGITA after the conversation.

On a scale of 1 to 10, how much will I rate my coaching conversation?

1 2 3 4 5 6 7 8 9 10

Tick your rating

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ANNEXURE 3

Here is a blank template for call to action plan
for you to fill with your team member.

#Take40 Session Call to Action Plan		
Name: Date: Next meeting date:		
Topics/goals/challenges	Way forward/Potential solutions	Deadline

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ANNEXURE 4

Make your own #Take40 cheat sheet

Here is a handy guide for you to prepare for your #Take40 sessions. Write down your own #Take40 conversation including the conversation starters, GROW Questions up until the closing and call to action statements.

Conversation Starters:
"How has your work been going?"
"How have things been since our last interaction?"

Write your own conversation starter

____

____

GOAL- Establish the goal

1. What could we work on that would help you the most over the next few weeks?

____

____

2. Is there something that is getting in the way of achieving your performance objectives for this year?

____

____

In case the team member is not able to come up with a goal, suggest a goal for them.

____

____

REALITY- Examine the current reality

1. What action have you taken so far to achieve your goal?

____

____

2. What are the other factors that are relevant?

____

____

3. What is holding you back?

____

____

OPTION- Explore the options

1. How have you navigated similar problems before?

2. What are your other options for achieving this goal?

3. What are the pros and cons of each option?

WAY FORWARD- Establish the will to move forward

1. You talked of several actions you could take. What stands out to you in that list?

2. Let's turn this into an action step. What will you do and by when?

3. What step can you take this week that will take you closer to your goal?

Conversation closers:
"Should we meet next month on the 6th for the next session?'
"Let's fill out this call-to-action plan together"

Write your own conversation closer

Ensure you have a call-to-action after every closer where you record what the conversation was about and the way forward.

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In case the team member is not able to come up with a goal, suggest a goal for them.

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ANNEXURE 5

Preparing for difficult discussions during #Take40 conversations

During your #Take40 conversations, you will face difficult discussions with your team members. Here are some Do's and Don'ts for you to tackle possible situations:

TEAM MEMBER

I do not have time to focus on development right now.

DO:
- Assure team member that you are there to support them
- Provide examples of small steps they can take

DON'T:
- Jump to conclusions or assumptions
- Disagree with them when they say something like this. Try to see where they are coming from and respond with empathy

MANAGER

I understand it could be tough for you to focus on development right now but it is important for us to constantly work on ourselves. You've all my support to help you with your development. Here's how I can help you…

TEAM MEMBER

There aren't enough opportunities and support for me to grow in the system. Why should I focus on development?

DO:
- Share that even if the opportunity is not available yet, the focus of this conversation is to encourage development so the team member is ready when the opportunity presents itself
- Ask the employee what they should be working on for their development

DON'T:
- Disagree with the team member's position.
- Assure the team member that they will advance, unless you know that mobility is possible.

MANAGER

Can you help me understand what makes you think that? Are there specific projects or opportunities you want to work on to help you grow?

TEAM MEMBER

Thanks for sharing how well you feel I'm progressing on my goals. Can we revise our appraisal discussion? I don't think my appraisal last year reflects my abilities.

DO:
- Bring the conversation back on track towards development
- Create a space of honesty and trust with your team member

DONT:
- Let your team member feel unheard. Have and display mutual respect instead
- Penalize the team member for their reaction

MANAGER

I understand where you're coming from, but this meeting is to talk about your goals and development. Maybe we can discuss appraisal during our mid-year discussion?

Syngene

If you have any questions or comments regarding #Take40, please write to Syngene.L&D@syngeneintl.com