



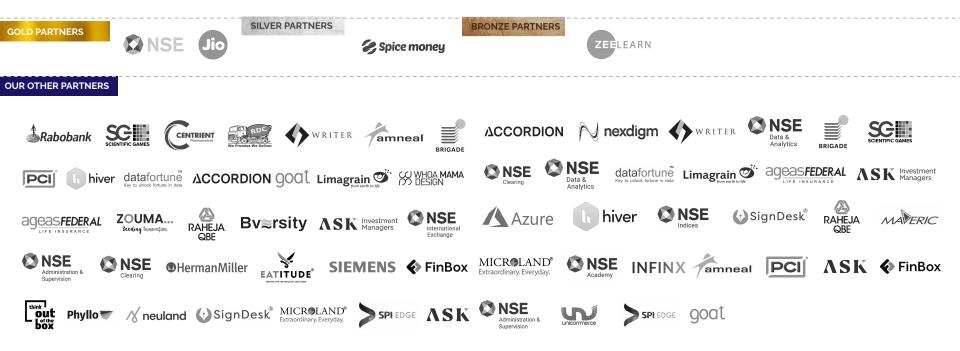
A managerial development program for **first line managers in the AI World**!

# From the makers of HR40under40 & the 1000 Women Leaders Program!











# A movement to BUILD India's strongest First Line MANAGERS in the AI World!







IMPACT 100,000 Managers over the next few years and make them ready for the AI World! Today and Tomorrow's winning workplaces are very different from what they were a few decades ago Specifically, a first line manager today faces enormously **NEW** challenges in the AI world!



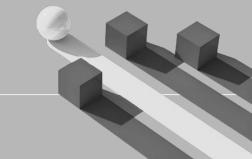


# THESE YOUNGER TEAMS

Need to be managed differently

Need a different VIBE!

Need to be engaged differently!









They need autonomy within a structure



They cherish clarity



They prioritize "self care"







They feel the need to align with the purpose of their organization They value a sense of belongingness & cherish connections WE want to guide them on leveraging AI to be their co-pilot in this journey

# A first-line manager needs to be cognizant of all this!



The research team at Jombay uncovered WHAT can make first line managers successful in today's AI World!



# Our research shows that a great First Line Manager balances PERFORMANCE & BELONGINGNESS to enable a workplace of winners!

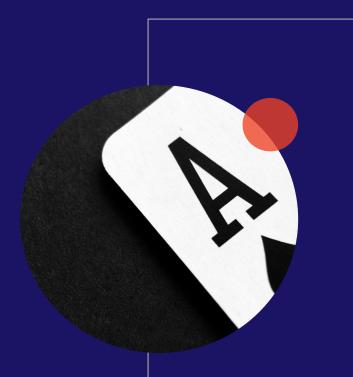




A high PERFORMANCE culture A sense of **BELONGINGNESS** 

Thus emerged -

A new-age framework for a new generation of first line managers!



# Program Construct

Jombay has created a new-age framework relevant to first line managers in today's AI World. The Winning Manager Program is built on this very framework!



> Establishing Trust & Credibility
 > Building Rapport
 > Fostering Team Synergy
 > AI as a Helpful Assistant

## Instilling PRIDE

>Understanding Business Strategy >Aligning Work to Business Impact >Cultivating Organizational Affinity > AI as a Creative Collaborator



## Boosting EFFICACY

>Providing Role Clarity
 >Enabling Digital-First Environment
 >Creating a Learning Ecosystem
 > AI for enhancing Efficacy

## Driving EMPOWERMENT

>Providing Recognition
 >Exchanging Feedback
 >Driving Autonomy
 >Enabling Career Growth
 > AI as a Learning Companion

## Nurturing WELL-BEING

>Ensuring Work-Life Harmony
 >Providing Psychological Safety
 >Driving Equity & Fairness
 > AI for enhancing Well-being

# **Program Construct**

## Building CONNECTION

#### Establishing Trust and Credibility

Develops the capability to become a trustworthy and credible manager.

#### **Building Rapport**

Nurtures relationships with team members to facilitate open communication and mutual understanding.

#### Fostering Team Synergy

Creates an ecosystem for teams to work cohesively and collaboratively.

## Boosting EFFICACY

#### **Providing Role Clarity**

Provides a clear understanding of roles and responsibilities and ensures effective delegation.

## Enabling Digital–First Environment

Leverages technology to improve efficiency and stakeholders' experience.

#### Creating a Learning Ecosystem

Fosters an environment of continuous learning and experimentation through growth-mindset

## Driving EMPOWERMENT

## Providing Recognition:

Promotes environment of continuous recognition by acknowledging wins.

#### **Exchanging Feedback**:

Gives constructive, regular, and timely feedback for continuous improvement.

#### Driving Autonomy:

Fosters environment of freedom & accountability to help others reach highest potential.

#### **Enabling Career Growth**

Creates growth opportunities by understanding individuals' aspirations, strengths, and areas for development

## Nurturing WELL BEING

## Ensuring

Work-Life Harmony Prioritizes well-being in the team by promoting work-life balance.

#### Providing Psychological Safety:

Creates a safe environment where team members belong, speak up, learn, and contribute.

#### Driving Equity & Fairness

Cultivates an environment that fosters diversity, equity and inclusion

## Instilling PRIDE

## Understanding Business Strategy

Drives a sense of clarity towards the organization's vision and strategic roadmap.

#### Aligning Work To Business Impact

Aligns individual's work to the broader organizational objectives.

## Cultivating Organizational Affinity

Creates belongingness towards the brand identity and values.

# Adapting to the AI Era

#### AI as a Helpful Assistant

Creating transparent conversations about how and when AI tools can support team processes

#### AI for enhancing Well-being

Discovering how AI tools can complement wellbeing strategies for team members

#### Al for enhancing Efficacy

Identifying opportunities where AI can support administrative tasks while preserving situations requiring personal judgment

#### Al as a Learning Companion

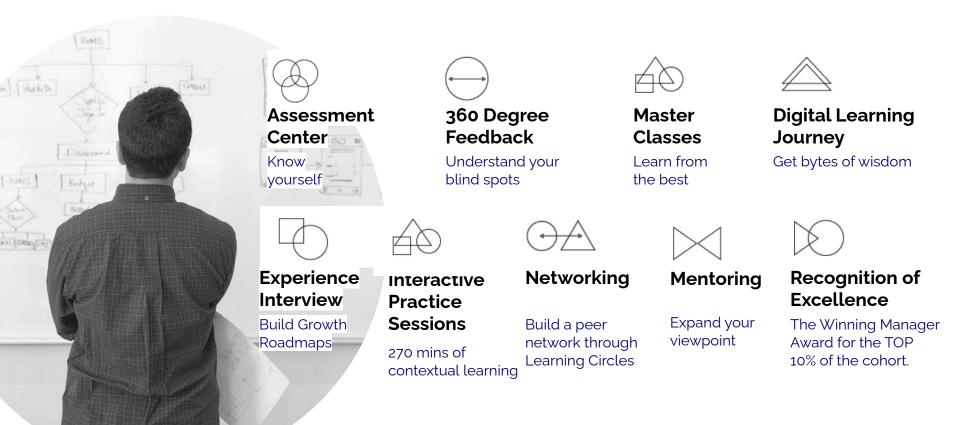
Creating accessible learning pathways for team members to experiment with AI tools

## AI as a Creative Collaborator

Methods for inviting AI assistance that enhances meaningful work rather than diminishing it

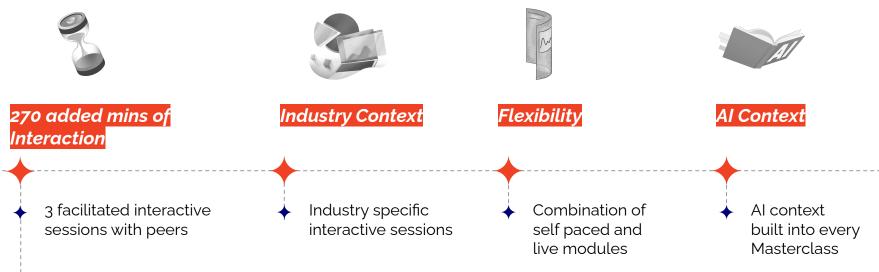
# **Program Components**

*Immersive, fully online, 4 month development journey* 



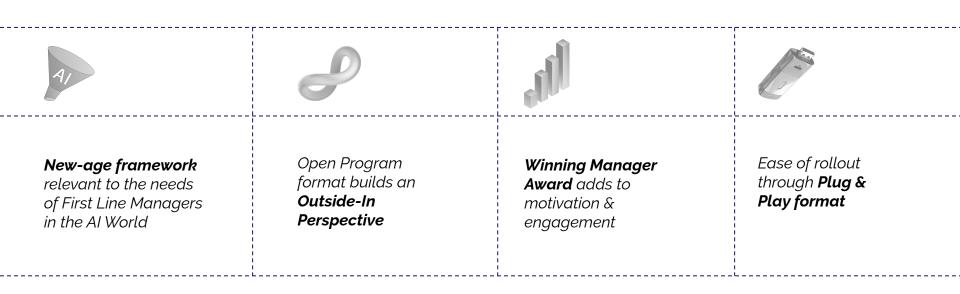
# Program Components

Increased interactivity, industry and AI context & flexibility

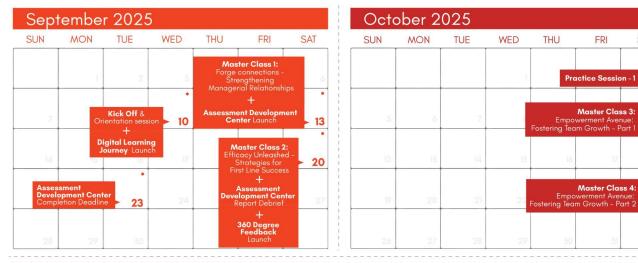


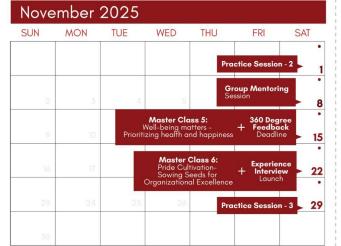
▶ 1 Mentoring Session

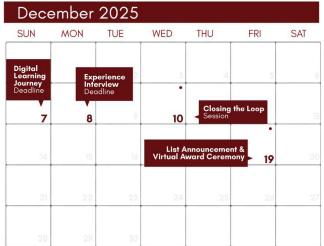
# **Program Benefits**



# Program **Timelines**







FRI

Master Class 3:

Master Class 4:

SAT

11

25

# Who is this for?

For First Line Managers across 2 managerial experience levels.





# Risers Program



## Achievers Program

(Tenured first line managers With more than 1 year of managerial experience)

Rs. 24,000 + gst / participant

## ICs

(who want to be or are about to be promoted to managers)

## Young Leaders

(who are on a fast track to be managers)

## First Time Managers

(0-1 yr of managerial experience)

Rs. 17,500 + gst / participant

# Participate in large numbers!

<b>PARTNERSHIPS</b> *	BRONZE PARTNER 20 participants	SILVER PARTNER 40 participants	GOLD PARTNER 50 participants	PLATINUM PARTNER 105 participants	DIAMOND PARTNER 140 participants
Risers	10 participants	10 participants	20 participants	35 participants	40 participants
Achievers	10 participants	30 participants	30 participants	70 participants	100 participants

\* You can also choose your own permutation!

## >> Partner Benefits



End Of Journey Cohort Report



Employee Branding Collaterals



Invitations For Leaders To Be Jury And Mentors



# Get in touch :)

Rex Fernandes rex@jombay.com +91 97671 95781

**GROUP COMPANIES** 



# Impact Stories!



# **OVERALL PROGRAM FEEDBACK** (across the program)

# Application **91%**

were able to apply the learning Always/Most of the times

# Relevance

**90**%

found the content was relevant and addressed issues at work

Practicality

89%

have found practical ways of leading themselves/team/business

**Promoter Score** 

would recommend this program to their peers



Chandan Thakare Risers "During this journey, I gained valuable insights and tools that have helped me grow as a leader. The skill-will gap analysis was particularly impactful, as it **helped me identify the training needs of my team while also tracking their continuous improvement**.

I've also started using the CORE principle for giving feedback and recognition, which has helped me provide feedback more effectively and ensure meaningful recognition for my team's efforts.

With the help of this training, I am making significant progress in enhancing collaboration and communication by building strong relationships with stakeholders, including suppliers, manufacturers, logistics providers, and internal teams."

Deepak Wadhwani Risers "This learnings from this program allowed me to assist with a broader range of challenges, from troubleshooting technical problems to generating creative content ideas, **leading to more engaging, user-friendly conversations.** By considering the user's context—like their goals, preferences, or past interactions—I can make the experience more personalized.

From the beginning, my goal has been to provide users with accurate, relevant, and reliable information across a wide range of topics. Through continuous learning, **I've sharpened my ability to sift through vast amounts of data and deliver well-informed responses.** I've continuously evolved to adapt to new queries, ideas, and developments."



Arabindra Prakash Achievers "At the start of this journey, I committed to enhancing my knowledge through this training, and I'm pleased to have fulfilled that commitment. Key takeaways include:

Team Collaboration: By applying frameworks like T.A.S.K to clarify roles, **I improved alignment and productivity.** The benefits included **smoother workflows and faster decision-making**.

Psychological Safety: I encouraged open discussions, which boosted trust and creativity. **This led to stronger engagement and innovative problem-solving.** 

These learnings have positively impacted my personal growth and will enable me to drive greater value and results for the organization."



Mahesh Bhaskar Wagh Achievers "At the start of this journey, I made the following commitments: Improve supply chain efficiency Enhance collaboration with stakeholders Ensure compliance and quality

I'm happy to share that I've successfully fulfilled these commitments: Achieved a 25% reduction in lead times and a 15% increase in productivity Built strong relationships with stakeholders, improving communication and trust Maintained a 99% compliance rate and a 95% quality rating.

Team Jombay, Keep doing the good work!"



Chinmaya Mallick Risers "I committed to improving my leadership skills. Through attending workshops and practicing active listening, I have made significant progress. While there's always room for improvement, I'm proud of my efforts and dedication to personal and professional growth.

The program was very insightful and required no enhancements.



Sharad Sharma Achievers "I learned to manage teams in a better way through various techniques taught in this training program. This includes communicating effectively with team members, handling difficult or emergency situations appropriately, building rapport with team members, and providing the right level of guidance—not too much, not too little.

This has resulted in an environment where operational errors are reduced, and the team has developed self-confidence.

The program is very good. The trainers were really helpful and encouraged participants."



Gaurav Motwani Achievers "I am now better equipped to understand my team members and the situations they face. I now have the tools and strategies to handle different scenarios effectively.

I also learned the key aspects of how and when to give recognition, exchange feedback, enable career growth, and drive autonomy. I am actively applying each strategy and tool to improve performance and foster a sense of belonging within the team."



Abhijeet Kulkarni Achievers "I learned to empower my team, show empathy toward them, and provide clear goals. This has helped in delivering quality projects, completing them on time, and boosting efficiency.

I really enjoyed the complete journey. The content of the course was so engaging that it compelled me to attend all the sessions and actively participate in the breakout discussions. The technology used in the course made it very interesting and interactive."

Monika Vekariya Risers "I learnt breaking bias, building connections within teams to boost efficacy, the skill-will matrix, celebrating epic fails, and taking decisions considering the autonomy grid. These are a few things I have started applying—being non-judgmental, keeping each person's well-being in mind, and recognizing that all parameters and different personalities are vital for an organizational goal.

The program truly helpful to develop the future leaders"



Paresh Soni Achievers "I witnessed self-awareness and leadership growth in myself by understanding my strengths and areas for improvement as a leader. Strategic thinking and problem-solving have helped me break down complex problems and approach challenges with a growth mindset, focusing on innovative and actionable solutions. Fostering collaboration and building teams has enabled me to create an environment of trust.

One key area where I have already started applying these learnings is in enhancing team engagement and productivity. By implementing some of the frameworks and strategies discussed during the sessions, I have fostered more open communication within my team, leading to better alignment on goals and improved collaboration. This has resulted in increased team cohesion, enhanced visibility, and greater credibility."



Jitendra Naik Achievers "I learnt the power of psychological safety in teams, the impact of authentic leadership and vulnerability, and the role of effective feedback in continuous development. These three aspects have helped me realize the importance of fostering a supportive, growth-oriented, and collaborative environment where teams feel safe, valued, and motivated to succeed.

By creating a feedback-rich culture and building psychological safety, **I have applied these learnings to increase engagement**, **improve collaboration**, and strengthen team **dynamics**. This has ultimately led to higher productivity and a more positive work culture."



"I have implemented collaboration, empowerment, and mentoring in my journey. Empowerment helps increase the efficacy of the team, collaboration enhances overall achievement, and psychological safety strengthens rapport. As a result, **my team is feeling more motivated and proud of their job and organization.** 

Thank you Team Jombay for the wonderful journey."

# **Key Difference**

CATEGORY	B2B	OPEN/COMMUNITY PROGRAMS
Framework	Highly contextualized framework	Standard framework based on extensive research relevant to modern managers.
Design	Contextualized content (Examples,Industry, role, culture nuances)	Standard content (Industry/function agnostic) that caters to holistic managerial development
Delivery Components	Customizable Design and Delivery	Standard delivery that ensures delivery is faster and smoother
Program Management	HR/L&D involvement is higher	Plug and play format needs only moderate involvement from the sponsor org
Cohort Size and Perspective	Limited exchange of perspectives, smaller cohort since its internal to the company	Better outside-in perspective due to the larger cohort size
Recognition & Rewards (R&R)	R&R is limited to the org (optional)	All India R&R list (10% club)
Cost	Cost to be scoped out (Added contextualization)	Cost effective (standard scalable program)

## **PROGRAM CONSTRUCT**

PROGRAM CONSTRUCT		(1/5)
CORE COMPETENCIES	MODULES FOR DEVELOPMENT	
	<ul> <li>Shifting from Me to We</li> <li>Honing a mindset of self to one of shared purpose, while understanding the nuances of being a manager</li> <li>Familiarizing oneself with the expectations and nuances of leading a team</li> <li>Explore strategies to manage emotions, build resilience, and navigate change with confidence.</li> <li>Practical strategies for effective time management and prioritization</li> <li>Establishing Trust and Credibility</li> <li>Develops the capability to become a dependable leader who demonstrates trustworthiness through consistent actions and behaviors.</li> <li>Demonstrating consistency through words, behaviors, and actions</li> <li>Applying the instruments of trust and credibility to build effective relationships</li> <li>Continue nurturing these relationships with compassion</li> <li>Building Rapport (with Empathy and Communication)</li> <li>Nurtures relationships by fostering open, clear dialogue/communication and demonstrating empathy in conversations with team members</li> <li>Being an ally and a trusted confidante for team members</li> <li>Fostering Team Synergy</li> <li>Creates an ecosystem where team members can work better together, focusing on collaborative approaches and mutual support.</li> <li>Creating avenues to nurture intra-team and inter-team cohesion and collaboration</li> </ul>	rs.
Al as a Helpful Assistant	Objective:         Creating transparent conversations about how and when AI tools can support in building connections         Impact:         Mindset Shift         Outcome:         Participants will be able to lead structured team discussions that establish clear AI usage guidelines, foster open dialogue about the benefits of AI integration with team members, and mitigate concerns, resistance, or insecurities surrounding AI	

PROGRAM CONSTRUCT	(	(2/5)
CORE COMPETENCIES	MODULES FOR DEVELOPMENT	
Boosting Efficacy	<ul> <li>Providing Role Clarity</li> <li>Provides a clear understanding of roles and responsibilities and ensures effective delegation. <ul> <li>Outlining clear responsibilities and success metrics to drive optimal performance and job satisfaction</li> <li>Delegating mindfully as per team member's skill and will</li> <li>Setting up mechanisms to uphold accountability in the team</li> </ul> </li> <li>Enabling Digital-First Environment <ul> <li>Fosters task efficiency by leveraging technology to optimize work processes.</li> <li>Leveraging technology to refine practices and processes toward fostering work efficiency</li> <li>Delivering incremental value to stakeholders using a creative application of digital solutions</li> </ul> </li> <li>Creating a Learning Ecosystem <ul> <li>Encourages innovation and continuous learning while providing opportunities for skill development.</li> <li>Encouraging curiosity to enable self-motivated learning</li> <li>Providing opportunities for upskilling and reskilling</li> <li>Extending support for new experimentation</li> </ul> </li> </ul>	
Al for enhancing Efficacy	<ul> <li>Objective: Identifying opportunities where AI can support administrative tasks while preserving situations requiring personal judgment / Mapping processes where human ethical reasoning and emotional intelligence must lead</li> <li>Impact: Mindset Shift</li> <li>Outcome: Participants will be able to identify high-value opportunities for routine task automation without sacrificing quality.</li> </ul>	9

PROGRAM	CONSTRU	СТ
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## CORE COMPETENCIES

#### Providing Recognition:

Promotes an environment of continuous recognition by acknowledging small and big wins.

- Using positive reinforcement to amplify engagement and performance
- Promoting regular recognition mechanisms in formal and informal settings
- Enabling a culture of mutual appreciation and gratitude

#### **Exchanging Feedback:**

Gives constructive, regular, and timely feedback for continuous improvement.

- Balancing assertiveness and empathy in the feedback
- Learning the art of giving. evidence-based, specific, objective, and action-oriented feedback
- Enabling a culture of exchanging timely, candid, and constructive feedback

#### Driving Autonomy:

Fosters an environment of freedom and accountability to help others reach their highest potential.

- Exploring enablers and detractors in providing autonomy at work
- Defining the rules and boundaries of ownership and accountability
- Supporting team members to effectively fulfill and deliver results

#### **Enabling Career Growth**

Creates growth opportunities by understanding individuals' aspirations, strengths, and areas for development

- Co-creating a career map for the team members considering their aspirations and strengths
- Mentoring each team member based on their areas of development
- Creating opportunities for growth and incremental responsibilities for the team members

Module:

Creating accessible learning pathways for team members to experiment with AI tools (based on comfort & relevance to work)

#### Impact:

Mindset Shift + Skillset Development

#### Outcome:

Participants will be able to design role-specific AI learning opportunities tailored to different technical comfort levels within their teams, thus empowering team members to experiment freely with AI that's relevant to their role

Al as a Learning Companion

## Driving Empowerment

## **PROGRAM CONSTRUCT**

## CORE COMPETENCIES

#### MODULES FOR DEVELOPMENT

#### Ensuring Work-Life Harmony

Prioritizes well-being in the team by promoting work-life balance.

- Providing flexibility with discretion to balance autonomy and accountability effectively.
- Encouraging taking breaks to recharge and rejuvenate (for self and the team)

#### Providing Psychological Safety:

Creates a safe environment where team members belong, speak up, learn, and contribute.

#### • Building a welcoming culture for the expression of upward feedback, dissent, or a different point of view

- Fostering a non-judgmental environment that accommodates mistakes and failures
- Practicing the right ways to present, challenge, or reject opinions and suggestions

#### **Driving Equity & Fairness**

Cultivates an environment that fosters diversity, equity, and inclusion

- Practicing fair and inclusive communication
- Ensuring bias-free, objective, data-driven decision-making

#### Module:

Discovering how AI tools can complement wellbeing strategies for team members

#### Impact:

Skillset Development and Tools Recommendations

#### Outcome:

Participants will learn how to leverage AI tools for planning strategies to enable well-being in the team

## Nurturing Well Being

AI for enhancing Well-being

(4/5)

PROGRAM CONSTRUCT	(5	/5)
CORE COMPETENCIES	MODULES FOR DEVELOPMENT	
Instilling Pride	Understanding Business Strategy         Drives a sense of clarity towards the organization's vision and strategic roadmap.         Communicating the organization's vision and focus areas         Cultivating commitment by guiding the team towards the long-term direction         Helping team members connect with the organization's strategic roadmap         Aligning Work To Business Impact         Enables clear alignment between organizational/team goals and individual contributions, ensuring meaningful impact.         Breaking organizational objectives down into individual goals         Monitoring progress regularly to realign resources and processes         Identifying and avoiding common misalignment pitfalls         Cultivating Organizational Affinity         Creates belongingness towards the brand identity and values.         Creating a sense of pride within the team towards the organization's purpose         Enabling alignment between org/team goals and individual contributions	
AI as a Creative Collaborator	Module: Frameworks for using AI to help prototype and test team-generated ideas + Simple tools for exploring time savings, quality improvements innovation possibilities, conducting competitor and market analysis, research, etc. Impact: Skillset Development and Toolset Recommendations Outcome: Participants will be able to employ measurement frameworks that help in obtaining the tangible business outcomes through AI tools and AI-enhanced workflows	

# Differentiation

	Risers Program	Achievers Program	Adapting to the AI Era
Learning Approach	Structured learning with a mix of <b>theoretical knowledge and practical exercises.</b>	Experiential learning with a <b>focus on</b> real-world applications.	
Contextualization	Real-life examples and scenarios relevant to entry-level management positions.	Case studies and scenarios relevant to seasoned leadership and organizational strategy.	
Know - Do - Drive	Know - Do	Do - Drive	
Bloom's Taxonomy	<ul> <li>Level 1 to 4</li> <li>Remember (Knowledge Recall)</li> <li>Understand (Comprehension)</li> <li>Apply (Practical Application)</li> <li>Analyze (Critical Thinking)</li> </ul>	<ul> <li>Level 4 to 6</li> <li>Analyze (Critical Thinking)</li> <li>Evaluate (Judgment and Decision Making)</li> <li>Create (Innovation and Leadership)</li> </ul>	
Building Connections	<ul> <li>Shifting from Me to We <ul> <li>Difference In Approach - IC VS</li> <li>Manager</li> </ul> </li> <li>Establishing Trust and Credibility <ul> <li>Trust Equation</li> </ul> </li> <li>Building Rapport <ul> <li>David MccLelland's Theory of</li> <li>Motivation - Achievement, Affiliation and Power</li> </ul> </li> <li>Fostering Team Synergy <ul> <li>Game Theory-Based</li> </ul> </li> </ul>	<ul> <li>Shifting from Me to We <ul> <li>Managerial dilemmas</li> </ul> </li> <li>Establishing Trust and Credibility <ul> <li>Trust Equation</li> </ul> </li> <li>Building Rapport <ul> <li>David MccLelland's Theory of Motivation - Achievement, Affiliation and Power</li> </ul> </li> <li>Fostering Team Synergy <ul> <li>Game Theory-Based</li> </ul> </li> </ul>	<ul> <li>AI as a Helpful Assistant</li> <li>"Ask AI" segments to rehearse IC vs Manager decisions (dilemmas)</li> <li>Generating conversation starters based on team member profiles</li> </ul>

# Differentiation

	Risers Program	Achievers Program	Adapting to the AI Era
Boosting Efficacy	Matrix	<ul> <li>T.A.S.K. :</li> <li>Timelines</li> <li>Accountability</li> <li>Support</li> <li>Key success markers</li> </ul> Alignment to individual's skill and will - Skill - Will Matrix Creating Learning Ecosystem - The 4Es - Education,	<ul> <li>Al for enhancing Efficacy <ul> <li>Nudges or summaries</li> <li>post-meetings to align individual tasks with team goals.</li> <li>Dashboards with personalized KPIs and alert to managers of progress gaps.</li> <li>Coaching tips based on Skill-Will matrix placement.</li> </ul> </li> </ul>
Driving Empowerment	<ul> <li>Recognition using C.O.R.E framework</li> <li>Context, Observation, Result &amp; NExt Step</li> <li>Providing Radically Candid Feedback using - HHIIP</li> <li>+ CORE</li> <li>Humble, Helpful, Immediate, In Person or On Video, Not About Personality +</li> <li>Context, Observation, Result &amp; NExt Step</li> </ul> Driving Autonomy - <ul> <li>Autonomy Spectrum</li> <li>The Autonomy Grid</li> </ul> Career Growth <ul> <li>Career Conversation Spectrum</li> </ul>	<ul> <li>Context, Observation, Result &amp; NExt Step</li> <li>Providing Radically Candid Feedback using - HHIIP + CORE</li> <li>Humble, Helpful, Immediate, In Person or On Video, Not About Personality +</li> </ul>	<ul> <li>Al as a Learning Companion <ul> <li>Recognition drafts based on team contributions and behavioral patterns</li> <li>Rehearsal space for giving/receiving feedback with tone adjustment guidance</li> <li>Coaching prompts aligned to the Career Conversation Spectrum</li> </ul> </li> </ul>

# Differentiation

	Risers Program	Achievers Program	Adapting to the AI Era
Nurturing Well-Being	<ul> <li>Work Life Harmony -</li> <li>#Jombay Recommendation</li> <li>Pickle Jar Theory Of Time</li> <li>Effort VS Impact Matrix</li> <li>Psychological Safety -</li> <li>#Jombay Tips</li> <li>Equity &amp; Fairness - Uncovering Biases</li> <li>Curse of Knowledge</li> <li>Proximity Bias</li> <li>In-Group &amp; Out-Group Bias</li> <li>Halo and Horn Effect Bias</li> <li>#Jombay Tips</li> </ul>	<ul> <li>Work Life Harmony - <ul> <li>#Jombay Recommendation</li> <li>Pickle Jar Theory Of Time</li> <li>Effort VS Impact Matrix</li> </ul> </li> <li>Psychological Safety - <ul> <li>#Jombay Tips</li> </ul> </li> <li>Equity &amp; Fairness - Uncovering Biases <ul> <li>Curse of Knowledge</li> <li>Proximity Bias</li> <li>In-Group &amp; Out-Group Bias</li> <li>Halo and Horn Effect Bias</li> <li>#Jombay Tips</li> </ul> </li> </ul>	<ul> <li>AI for enhancing Well-being</li> <li>Sentiment analytics &amp; real-time nudges for inclusion and emotional awareness</li> <li>Reallocation or deprioritization of tasks based on impact levels and team bandwidth.</li> <li>Real-time wellness nudges and recharging rituals</li> </ul>
Instilling Pride	Understanding Business Strategy + Cultivating Organizational Affinity - • Peter Drucker's 5 questions Aligning Work to Business Impact • The Alignment Process • RASCI Matrix	<ul> <li>Understanding Business Strategy + Cultivating</li> <li>Organizational Affinity -         <ul> <li>Knowing the what, why and how of your organization</li> </ul> </li> <li>Aligning Work to Business Impact         <ul> <li>The Alignment Process</li> <li>RASCI Matrix</li> </ul> </li> </ul>	Translate complex org strategy into