

# LAUNCH INTO LEADERSHIP

## Program Overview

### ADOPT A LEADER'S MINDSET

Mindset is something you do. Build a Leader's Mindset by acting as a Leader acts.

- ✓ Leaning Into the Role
- ✓ Managing Your Emotional Journey
- ✓ Stepping Into Your Leader Identity
- ✓ Leading Yourself
- ✓ Cascading Organizational Objectives
- ✓ Implementing C-Level Strategy

### BUILD YOUR MANAGEMENT TOOLKIT

Develop the leadership capabilities most critical to success.

- ✓ Organizing Yourself for Success
- ✓ Establishing Focus
- ✓ Managing Across Time Horizons
- ✓ Driving Results
- ✓ Leading and Managing Others
  - Setting Expectations
  - Giving Feedback
- ✓ Developing Your People
  - Delegating
  - Coaching
- ✓ Working Across the Organization
- ✓ Communicating Effectively
- ✓ Learning From Experience

### EXECUTE WITH AGILITY

Help your team move at the speed of business through continually aligning and adjusting.

- ✓ Aligning to Your Context
- ✓ Inclusively Seeking Input
- ✓ Amplifying What's Working
- ✓ Observing and Adapting Behaviors
- ✓ Flexing Between Leading and Executing
- ✓ Managing Your Team's Emotional Journey





NEW MANAGER SUITE

# LAUNCH INTO LEADERSHIP

**ExecOnline**  
Changing the Way Enterprises Learn

## Experts in Manager Mindset & Agility



### DORIE CLARK

Dorie Clark is a strategy consultant with clients like: Google, Microsoft, Fidelity, and others. She is an executive educator in the US, internationally, and online as an Adjunct Professor at Duke University's Fuqua School of Business, Executive Education Instructor at HEC-Paris.

Dorie is an award-winning author, writing regularly for the Harvard Business Review, and publishing books such as: "Stand Out" and "Entrepreneurial You".

Through her authenticity and enthusiasm, Dorie is an expert in motivating millennials to make the difficult mindset leap from an individual contributor to a new manager.

"If you have the opportunity to buy one of Dorie's books, take one of her courses, or do business with her in any way, do not hesitate."

- MICROFRAME MEDIA  
PRESIDENT & FORBES  
COLUMNIST



### ORI BRAFMAN

Ori Brafman is a senior advisor, professional speaker & entrepreneur whose unique ideas on innovation have been implemented by the U.S. Government and companies such as Google, Microsoft, Facebook, and Amazon, among others. He is a Distinguished Teaching Fellow at UC Berkeley's Haas School of Business.

Ori is a best-selling author with multiple books on the NY Times Bestseller lists including The Starfish and the Spider. He connects to the real-world challenges of new managers and guides them to skillfully manage teams within a flat hierarchy as an organizational leader.

"Ori and Rom Brafman are the authors of one of my favorite books, Sway, which discussed the psychological influences that affect decision-making" and Click is "just the kind of book that I like: serious research explained with interesting real life stories and presented in a short concise format."

- INC. BUSINESS BOOKS

# LAUNCH INTO LEADERSHIP

“A Month in the Life”



## MODULE 1

## MODULE 2

WEEK 1

WEEK 2

WEEK 3

WEEK 4

### Learn & Apply

- |                     |                     |                     |                     |
|---------------------|---------------------|---------------------|---------------------|
| ● Launch            | ● Explore Content   | ● Launch            | ● Explore Content   |
| ● Review Assignment | ● Apply on the Job  | ● Review Assignment | ● Apply on the Job  |
| ● Explore Content   | ● Submit Assignment | ● Explore Content   | ● Submit Assignment |
| ● Apply on the Job  | ● Reflect           | ● Apply on the Job  | ● Reflect           |

### Collaborate

- |   |   |  |
|---|---|--|
| ● Learning Partner Meeting<br><i>(required 30 mins, self scheduled)</i> | ● Momentum Session<br><i>(optional 30 mins, coach led)</i>              | ● Live Forum<br><i>(required 60 mins, facilitator led)</i> |
|   | ● Learning Partner Meeting<br><i>(required 30 mins, self scheduled)</i> |  |



## NEW MANAGER SUITE

# LAUNCH INTO LEADERSHIP

## Month by Month Curriculum

MONTH	MODULES & KEY LEARNINGS	MANAGEMENT TOOLS
<p><b>ASSESS &amp; ALIGN</b> Step into a leader's mindset by assessing your business situation and establishing clear plans to meet strategic goals.</p>	<ol style="list-style-type: none"> <li><b>Launch Your Journey Into Leadership</b> Learn how today's leaders create value, recognize that what got you here won't take you forward, and develop strategic vision with your manager and your team.</li> <li><b>Lean Into the Role</b> Explore how leaders assess their situation, define and map your strategic goals against multiple time horizons and plan immediate progress and against key metrics.</li> </ol>	<ul style="list-style-type: none"> <li>✓ Organize for Success</li> <li>✓ Establish Focus</li> <li>✓ Manage Across Time Horizons</li> </ul>
<p><b>COMMUNICATE &amp; DRIVE</b> Deploy your team to meet key goals, maximizing performance through feedback and development opportunities.</p>	<ol style="list-style-type: none"> <li><b>Engage Your Team</b> Communicate your Line of Sight, organize your team to meet identified goals, assess performance, adjust roles and responsibilities, and identify development opportunities.</li> <li><b>Enable Your Team Members</b> Ensure your team has clear targets and expectations and gets the feedback they need to thrive. Explore how to cope with stress and define your personal leadership story.</li> </ol>	<ul style="list-style-type: none"> <li>✓ Communicate Effectively</li> <li>✓ Delegate</li> <li>✓ Coach</li> <li>✓ Drive Results</li> <li>✓ Set Expectations</li> <li>✓ Give Feedback</li> </ul>
<p><b>ADAPT &amp; ACCELERATE</b> Assess progress, adjust priorities, plan for continued team development, and re-deploy your team.</p>	<ol style="list-style-type: none"> <li><b>Demonstrate Agility</b> Reach out to others to stay informed. Engage your team in assessing progress and identifying opportunities for improvement. Explore how to manage your own and your team's emotional journey and engage others to commit to future goals.</li> <li><b>Continue Your Journey</b> Reflect, consider how you've leaned into the role, and define how you and your team will continue to advance strategic goals and key metrics as priorities change.</li> </ol>	<ul style="list-style-type: none"> <li>✓ Work Across the Organization</li> <li>✓ Challenging Conversations</li> <li>✓ Learn From Experience</li> </ul>

# LAUNCH INTO LEADERSHIP

## Assignment Deliverables & Tasks



MODULE	LEADERSHIP PLAN DELIVERABLE	ASSIGNMENT TASKS
1. LAUNCH YOUR JOURNEY INTO LEADERSHIP	<p><b>Situation Assessment (Identify your Starting Point):</b></p> <ul style="list-style-type: none"> <li>• Line of Sight</li> <li>• Key Outcomes &amp; Metrics</li> <li>• Stakeholder Map</li> <li>• Learning Priorities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Begin your Leadership Plan:</b> Draft your Situation Assessment and begin to define your information network to stay current.</li> <li>• <b>Interview your Manager and Team Members</b> to expand your understanding.</li> <li>• <b>Refine your Leadership Plan</b> to integrate your learnings and select a credibility-boosting action.</li> </ul>
2. LEAN INTO THE ROLE	<p><b>Situation Assessment (Synthesize):</b></p> <ul style="list-style-type: none"> <li>• <b>SWOT:</b> Strengths, Weaknesses, Opportunities, and Threats</li> <li>• <b>STARS:</b> Startup, Turnaround, Accelerate, Realign, Sustain</li> </ul> <p><b>Improvement Opportunities</b> including Quick Win</p>	<ul style="list-style-type: none"> <li>• <b>Extend your Leadership Plan:</b> Expand your Situation Assessment.</li> <li>• <b>Meet with Your Manager (recommended)</b> to validate your Situation Assessment and align on your Quick Win.</li> <li>• <b>Update your Leadership Plan</b> to integrate your learnings and plan to implement your Quick Win.</li> </ul>
3. ENGAGE YOUR TEAM	<p><b>Roles &amp; Responsibilities:</b> Identify current and potential roles while creating space for you to lead.</p> <p><b>Leadership Mission:</b> Target what generates your passion as a leader.</p>	<ul style="list-style-type: none"> <li>• <b>Extend your Leadership Plan:</b> Draft Roles &amp; Responsibilities.</li> <li>• <b>Meet with your team:</b> Communicate your shared Line of Sight, solicit insight, and launch your Quick Win.</li> <li>• <b>Make a developmental delegation:</b> Prepare to and then meet with a team member to take an initial step towards re-aligning assignments.</li> </ul>

\*Pre-work – Complete Preparation Checklist: Tasks that will prepare you to succeed in the program and your role (reserve time, identify your support system, review your Annual Report to identify your CEO’s top priorities).

# LAUNCH INTO LEADERSHIP

## Assignment Deliverables & Tasks (cont.)



### MODULE

### LEADERSHIP PLAN DELIVERABLE

### ASSIGNMENT TASK

#### 4. ENABLE YOUR TEAM MEMBERS

**Development Priorities:** Identify development goals are priorities for your team members and yourself.

**Key Outcomes & Metrics:** Consider enhancing the metrics your team employs to measure success.

**Personal Brand Gap Analysis:** Identify potential gaps between how you want to be seen and may currently be seen, along with actions you can take.

- **Extend your Leadership Plan**
- **Coach a team member:** Prepare to and then meet with a team member to coach him/her.
- **Meet with your manager (recommended)** to share and align upon your team's metrics.
- **Provide feedback and clarify expectations** by using existing meetings.
- **Refine your Leadership Plan** to integrate learnings and add your Personal Brand Gap Analysis.

#### 5. GENERATE AGILITY

**Revisit Your Situation Assessment:** How have business priorities and your team's environment changed? How does that change your priorities?

**Improvement Opportunities:** Based on what you've learned, update your team's areas for improvement and existing and potential initiatives for improvement.

- **Meet with your team** to conduct an After-Action Review, review progress to date and reflect on completion of the Quick Win.
- **Identify an opportunity, prepare, and then meet with a team member** to hold a challenging conversation to enhance performance.
- **Refine your Leadership Plan** based on your learnings. Prioritize a new / updated short-term goal.

#### 6. CONTINUE YOUR JOURNEY

Revisit all elements of your Leadership Plan.

**Executive Summary:** Use your Leadership Plan to develop an Executive Summary to share your line of sight, achievements, and goals with leadership and craft your elevator speech.

- **Refine your Leadership Plan.** First focus on your team and, in particular, on your line of sight and key outcomes. Then reflect on your journey and plan steps forward to maintain your passion, sustain your resilience, continue your own development, and build your personal brand.
- **Meet with your manager:** Share your Executive Summary and align on next short-term goal.
- **(Optional) Meet with Peers/Leadership:** Share your Executive Summary more broadly.