



Mastering Management Essentials

Program for Experienced Managers: 6 Weeks

Participants elevate their leadership by learning essential management best practices and applying these skills to launch a strategically aligned improvement initiative. They will maximize their own productivity and impact as well as strengthen the performance of results of the teams they lead.



Identify critical initiatives at your organization to set the right priorities for your team

Coach team members and lead developmental delegations to elevate their performance

Flex between leading and executing while managing your team's emotional journey

Assess and align your team's work to address emerging realities and adapt your behavior based on other's goals and social styles



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Key Conceptual Models

- ✓ **Line of Sight:** Align your team's objectives to organizational objectives.
- ✓ **SWOT:** Assess your team's landscape with this situational analysis tool.
- ✓ **Improvement Initiative Plan:** A structured way to plan your improvement initiative to combine impact with agility and practicality.
- ✓ **After Action Review:** Create a safe environment for your team to learn from their experience.
- ✓ **Agility Loop:** Adopt a structured approach to problem-finding and amplifying what's working.
- ✓ **Developmental Opportunities:** Drive development through targeting critical opportunities.



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Curriculum: Week by Week

MODULE

One: Align

Video Lessons: 20 Minutes
Assignments: 70 Minutes
Stakeholder Listening Tour (leverages existing interactions)

Two: Assess

Video Lessons: 20 Minutes
Assignments: 45 Minutes
Peer Live Forum: 60 Minutes

Three: Envision & Prioritize

Video Lessons: 25 Minutes
Assignments: 75 Minutes

LECTURES [VIDEOS]

- Adopting a Strategic Lens
- Advancing Your Organization's Strategy & Objectives
- Working across the Organization
- Understanding and Transmitting the Culture of Your Organization
- Managing Up and Down

- Making Time for Strategy
- Learning from Your Wins and Losses

- Setting Priorities
- Treating Your Employees Like Individuals
- The Importance of Agile Leadership
- The Power of Leaderful Organizations
- Sense-Making and The North Star
- The Agility Loop

KEY LEARNING

Explore how today's leaders create value and make time for strategy, as you develop strategic vision and clarify your management priorities.

Learn how to assess your situation and take stock of emerging realities as you keep organizational imperatives top of mind.

Widen your lens to consider opportunities for your team to improve, including development opportunities for your team members. Then, focus on 'what matters most now' to define actionable priorities.



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Curriculum: Week by Week (cont.)

MODULE

Four: Plan

Video Lessons: 35 Minutes
Assignments: 30 Minutes
Peer Live Forum: 60 Minutes

Five: Enable

Video Lessons: 10 Minutes
Assignments: 40 Minutes
Lead a Coaching Conversation –or–
Developmental Delegation: 45 Minutes

Six: Launch Action

Video Lessons: 20 Minutes
Assignments: 45 Minutes
Launch Your Improvement Initiative:
45 Minutes

LECTURES [VIDEOS]

- Creating an Action Plan
- Analyzing Risk
- Balancing Getting Things Done with Developing Your Team
- Keeping Your Team on Track
- Driving Results
- What to Do When Your Team Slips Behind Schedule

- Mastering Delegation
- Effective Coaching
- Having Difficult Conversations
- What Does it Mean to Be a Manager Today?
- Managing Across Differences
- Running Meetings Now That You're the Boss
- Managing without Being a Micromanager

- What to Do When Leadership Changes Direction
- Connecting with Your Team
- Getting Buy-In from Your Team

KEY LEARNING

Assess risks and convert goals into practical action. Ensure your team has clear expectations and targets, and learn to lead without succumbing to being a micromanager.

Support your team by delivering the feedback they require to thrive. Leverage day-to-day work to provide development opportunities through developmental delegation and coaching.

Communicate your Line of Sight and gain buy-in from your team as you engage them in productive change. Prepare to share your direction and how it advances business goals with your manager.

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Deliverable: Personal Case Project

Launch a high-impact and strategically aligned Improvement Initiative with your team by:

- Assessing current conditions and priorities
- Establishing roles and goals for one's self and team
- Completing a "Line of Sight" and SWOT Analyses
- Planning to proactively coach a team member
- Identifying stakeholders and management priorities
- Launching an Improvement Initiative... and more



Improvement Opportunities

Based on your leadership situation and the individual strengths, weaknesses, opportunities and threats confronting your team, list a set of projects you might undertake to improve performance. Then, map those ideas to track to your manager's priorities and your primary performance metrics. Based on that mapping, determine each project's level of importance to you, then, as well as a rough implementation timeline.

Project/Initiative Name	Related Management Priority (How does this align with the key priorities of your organization?)	Rating (How important is this to you? How important is this to your organization?)

Plan to Coach

Having identified your team in action, select a team member to coach and plan for your conversation. Remember that the aspect of great coaching is engaging others to help your team member explore or solve, leading them to uncover their own capacity to address an option for growth.

When have you chosen to coach and why? (Are team members struggling or stuck, requested help or developmental guidance?)

Frame the conversation: how will you establish a positive sense of purpose?

Clarify the situation: what questions will you ask to help your team member?

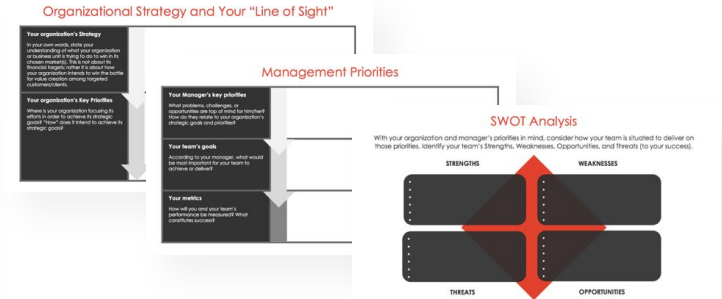
Explore options: what questions will you ask to support your team member?

Plan Your Improvement Initiative

Describe your improvement initiative and its associated strategic benefits in 1-3 sentences.

Create a high-level action plan for implementing your improvement initiative.

Owner	Due Date	Task	Deliverable / Expectation



*These are sample templates for the Leadership Plan and not representative of the final deliverable