leadership series

"MAINTAINING TRUE NORTH IN AN EVER-CHANGING BUSINESS WORLD."

The Leadership Series for Managers training program is designed to develop key leadership and management skills, knowledge, and behaviors in the areas detailed below. Along with establishing specific management and leadership techniques, the extended duration of the program (4 months) brings the additional benefit of increasing the general business leadership acumen in the next tier of leaders. This will equip the organization to both capture significant increased market share and be well positioned for future leadership expansion and succession at multiple levels.

Each month, for a series of four months, we will complete one or two topics (see topic details for timing) using the following forums:
· Week 1 – Formal instructor-led training forum (1.5 hours) with real-world work assignments
· Week 2 – Each Manager works on assignments
· Week 3 – Each Manager meets one-to-one with instructor for coaching
· Week 4 – Managers review assignments and agree on "go/no go" decision to move to the next topic or revisit the current one

Each topic will use a corresponding book as its foundation. Once again, the extended duration of the training program, along with reading a book for the topics, will bring the added benefit of behavior change. In this case, it is a commitment to personal continuous improvement through learning.

PRICE: $1,200 per person

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Topic 1: Aligning Your Department Growth Strategy with the Company Vision (Month 1, using "Get Better or Get Beaten" by Robert Slater)

The company Leadership Team will have established a revenue growth vision for the near future. This will only be accomplished through all departments embracing this vision and translating it into local actions. Topic 1 looks at the elements of business growth and challenges each Manager to evaluate the mindset of him or herself and his/her department towards growth. Included is a segment which begins to develop financial acumen, which is further developed in the topic on managing a budget. In topic 1, the components affecting operating margin are discussed within the context of controlling costs, focused mostly on the reduction of waste and inefficient processes.

This topic is primarily intended to begin the behavior shift through outside best-practice examples and connecting them with existing projects at each learner's company:
· Fulfilling the revenue growth vision
· Understanding the high-level interdependence of the departments
· Applying the Managerial Leadership Practices
· Adopting theories and approaches of Workforce Optimization

Topic 2: Ensuring Employee Success through Holistic Job Function Design (Month 1, using "All These People" by Ken Johnson)

Each Manager oversees a functional area of the organization. This topic walks them through evaluating each job in their department in terms of employee job behavior which contributes to overall department efficiency to purpose. It is NOT intended to replace existing efforts to define jobs, but rather to leverage existing Role Specifications and process mapping, and connect expected behavior to objective, and in some cases subjective, behavioral evidence measurements. These are used later to conduct employee performance observations, feedback, and reviews.

This topic will equip each Manager to:
· Identify key job tasks, with their input and output, supplier and customer
· Isolate the critical aspects of each job
· Define right and wrong performance behavior
· Identify good, better, and best performance behavior
· Deploy job aids that remove the burden of memory
· Identify, and create when needed, employee job performance and output measurements

Topic 3: Coaching for Success: Observation and Focused Feedback (Month 2, using "All These People" by Ken Johnson)

There are two types of accountability to which a Manager holds an employee: accountability to process ("doing it right") and accountability to results ("getting it done.") This topic will focus on equipping each Manager to ensure employees are "doing it right" through regular and ongoing task observation and focused feedback.

The phrase "pick one and get it done" embodies the concept that it is the manager's job to identify an employee's strengths and weaknesses, and to then pick the most important one or two weaknesses to address at a time. Each Manager will be equipped to
· Observe a task being done using concise definitions of how a task should be performed
· Identify top performers, for consideration in succession planning
· Clearly document an employee's proper and improper task execution
· Engage each employee in evaluating his/her task performance (an element of stimulating creativity developed further in a subsequent topic)
· Mutually agree on an action plan to address the performance weakness

Topic 4: Conducting Fair and Effective Employee Performance Reviews (Month 2, using "All These People" by Ken Johnson)

Having equipped the most overlooked aspect of team management and development, continual improvement of task performance, this topic attends to equipping Managers for their job task of ensuring their team is "getting it done" by conducting annual formal accountability to results performance reviews.

This topic addresses the concern that reviews need to be "fair" by defining "fair" as ensuring the results of an employee's job performance behavior are what they were communicated to be, both positive and negative. This is accomplished by developing each Manager's skills to be able to:
· Explain what will be the positive results of proper task performance and output levels
· Explain what will be the negative results of improper task performance and output levels
· Evaluate an employee's job performance against the communicated criteria
· Identify top performers, for consideration in succession planning
· Engage each employee in evaluating his/her task performance
· Mutually agree on an action plan to address the results deficiencies

Topic 5: Stimulating Creativity in the Workplace (Month 3, using "Zapp! The Lightening of Empowerment" by William Byham)

If revenue growth is to be achieved, it will come only through individual employees raising their level of engagement and contributing their resulting ideas. We need to consider new ideas or we cannot eclipse the current pace. This dynamic, however, can only be realized if each Manager stimulates an atmosphere of creativity within their department team. This topic develops individual and group dynamics, to the end that employees will volunteer their passion and ideas.

A tremendous primary stimulus for this is already in place – profit sharing at the employee level. Building on that foundation, this topic will equip Managers to perform the job tasks, which spur employee engagement:
· Encouraging individual contributions
· Conducting "improvement forums" (no one person has the right answer)
· Filtering the good ideas from the collection of ideas, using nominal group technique
· Championing improvement ideas with the Leadership Team

Topic 6: Optimizing a Department Budget - ROI on Steroids (Month 4, using "Budget Basics" by Crisp Learning)

As a fundamental tactic, each Manager will be controlling a department budget. This topic will equip them in the basics of budget allocation and management. Additionally, however, it will also develop financial acumen of a leadership nature by enabling each Manager to calculate a few simple yet meaningful financial ratios for his/her department. It teaches not only spending only what you were allocated (budget management), it also includes achieving the absolute most growth from what you were allocated (budget leadership.

At the conclusion of this topic, each Manager will be able to:
· Identify the specific causes of expense surprises (the enemy of budget management)
· Identify areas for cost cutting opportunities (as a method to protect their budget)
· Calculate profitability and liquidity ratios
· Track and report budget maintenance and variance