

Management Development

A strategy for business competitiveness

Beliefs

- The intellectual capacity of an organization (talent) is the foundation of a competitive business.
- Building an organization's capacity is the precursor to shifting organizational performance; developing people is a strategy serving a business purpose.
- Better management talent drives a better business.
- A ritualized process of management development establishes an organizational rhythm for improvement and discipline.

- Using Management Development as a strategy for being a more effective business requires understanding the dimensions of performance that drive the business.
- Defining the Dimensions of Performance is a strategic decision.
- Management development not aligned with Performance Dimensions is of limited value to the business.
- A curriculum map is developed when development activities are defined for specific target audiences relative to Performance Dimensions.
 - Senior Management
 - Middle Management
 - Frontline Management

The Performance Dimensions used in this curriculum map are an enhanced set based on the leadership research of Kouzes and Posner.

- Deliver Results
- Global Growth
- Develop Talent
- Adapt and Lead through Change
- Innovate and Improve
- Inspire a Shared Vision
- Challenge the Process
- Enable others to Act
- Model the Way
- Encourage the Heart / Engagement
- Personal Traits

Curriculum Map

Target Audience/ Performance Dimension	Deliver Results	Global Growth	Develop Talent	Adapt and Lead through Change	Innovate and Improve	Inspire a Shared Vision	Challenge the Process	Enable others to Act	Model the Way	Encourage the Heart / Engagement	Personal Traits
Senior Management	<ul style="list-style-type: none"> Executive Process Management 	<ul style="list-style-type: none"> Scenario Planning 	<ul style="list-style-type: none"> Coaching and Mentoring Program 	<ul style="list-style-type: none"> Creating the Change Map 	<ul style="list-style-type: none"> Image Management & Strategy 	<ul style="list-style-type: none"> Creating the Metric-based vision Leading through Excellence 	<ul style="list-style-type: none"> Dealing with Drift 	<ul style="list-style-type: none"> Workout Sessions 	<ul style="list-style-type: none"> Timco's Non-negotiables; crafting and delivering 	<ul style="list-style-type: none"> Celebrating successes and delivering rewards 	<ul style="list-style-type: none"> Critical thinking Locus of control Presence and appearance PCM analysis
Middle Management	<ul style="list-style-type: none"> Completed Staff Work Project Mgmt II 	<ul style="list-style-type: none"> Selling and BD 	<ul style="list-style-type: none"> Coaching and Mentoring 	<ul style="list-style-type: none"> Managing Change 	<ul style="list-style-type: none"> Problem solving methodologies 	<ul style="list-style-type: none"> Lean Leadership 	<ul style="list-style-type: none"> Supply Chain Consortiums 		<ul style="list-style-type: none"> Managing cross-organization conflict 		<ul style="list-style-type: none"> 7-Habits of Highly Effective People
Frontline Management	<ul style="list-style-type: none"> Principled Supervisor IE & HR: partners in Perf. Mgmt Timco Specific 	<ul style="list-style-type: none"> Customer Service 	<ul style="list-style-type: none"> Performance Management Behavioral-based Interviewing Coaching 			<ul style="list-style-type: none"> Sailing the 7-C's of Business Basic Financial Understanding 		<ul style="list-style-type: none"> SMART Objectives Effective Delegation 	<ul style="list-style-type: none"> Group-based Problem Solving "Just Conversations" Performance Feedback II 	<ul style="list-style-type: none"> Employee Engagement Safe-ari Managing Intergenerational Workforces 	<ul style="list-style-type: none"> Managing Time Stress & conflict Presentation Speaking Effective communication I & II

1) The Principled Supervisor: A comprehensive overview preparing people to do the work of frontline management. Key outcomes include:

- Develop the interpersonal skills of listening, conflict management & learning styles
- Master performance management
- Assess the “good boss” behaviors
- Build and maintain healthy workforce relations
- Administer policy with flair
- Decode the hidden knowledge of HR
- Deliver feedback with positive results
- Deal with performance issues
- Step-up and coach
- Understand the leadership challenge

2-½ day workshop. Reference brochure.

- 2) Industrial Engineering and HR: Partners in Performance Management
 - Develop the standards and expectations for key work assignments in the area managed. Learn how to set defensible work standards.
- 3) Company specific training
 - Contracts
 - Negotiations
 - Parts and Tags
- 4) Customer Service: Assess the needs and expectations of your primary customer groups using the RATER scale; reliability, assurance, tangibles, empathy and responsiveness. Practice critical skills such as stress management, positive speaking skills, and active listening.

- 5) Performance Management II: A more in-depth coverage of the subject with application built on the Principled Supervisor. Comfort speaking to standards and contrasting with actual performance is gained through practice. Positioning the conversation and dealing with conflict are essential skills developed.

- 6) One-Minute Coach: Helping others grow by sharing what you know. Use daily situations as teaching platforms where you can share skills learned during your career. Upon completion of the workshop participants:
 1. Can describe the difference between coaching and teaching
 2. Will sense the powerful culture created by coaching
 3. Can list the attributes of a successful coaching experience
 4. Will know the skills they have to share
 5. Will have observed the coaching process in action

- 7) Sailing the 7-C's of Business: Take a journey learning the Order-to-Ca\$h process. Mastery of this fundamental business process positions us to Find the Treasure in our Business. The 7-C's we must successfully navigate are Care, Customers, Closing, Contracts, Craft, Collections and Character. Outcomes include understand the entire flow of the business, taking-stock of the current journey, identifying inputs and outputs of each major process step, ORDPI model and commitment to be disciplined and systematic in running the business.

- 8) Basic Financial Understanding with The ValueTree: After successfully Sailing the 7-C's of Business the financial treasure is found. The ValueTree™ is a graphical representation of how money flows through the business on one page. It is designed to help people understand the interconnections and inter-relationships of money and what drives the value of the business. The ValueTree™ demystifies the money flows and helps people think like the CEO and CFO.
- 9) SMART Objectives: Learn to clearly set expectations using objectives that are Simple, Measureable, Achievable, Realistic and Time bound.
- 10) Effective Delegation: The process for empowering people is delegation. Successful delegation begins with clarity on the tasks and authority needed to achieve them. These are bundled into a project and then handed over to another person. It may be slow and tedious to do, but clarifying expectations up front saves much grief later on.

- 11) Group-based Problem Solving: This 2-day workshop covers the basic requirements of managing a group-based process. This is a follow-on to The Principled Supervisor workshop. Participant outcomes are as follows:
- Mastery of the social skills and how my personal state of being impacts the state of the group.
 - Managing the five stages of group development Forming, Storming, Norming, Performing and Transforming.
 - Understanding the 7 factors that affect group performance.
 - Shifting from a directive style to participative.
 - Building cohesiveness, dealing with problem behaviors and maintaining a productive atmosphere.
 - Facilitation techniques: Identification and practice of the behaviors which keep groups focused on the task and make necessary decisions.
 - Effective meetings: Techniques to get the most out of group meetings. Proper planning, meeting purpose, agendas, meeting norms, assessments, dealing with disruptive behaviors.
 - Effective change: The change process, why people resist change and how to set conditions that facilitate change.

- 12) “Just Conversations”: Detailed expansion of performance management, learning how to have conversations focused on the problem and not the person. Variation to expected outcomes begins a virtuous cycle of improvement as the participant learns to distinguish between systemic and behavioral causes. Scripted dialogues makes the process of giving feedback easy to initiate.
- 13) Employee engagement: A hands-on approach to getting feedback from the people being supervised and taking steps necessary to keep them focused and productive every day.
- 14) Safe-ari: An organizational process that drives employee engagement in risk reduction through a safety mindset.

- 15) **Managing the Intergenerational Workforce:** Learn the supervisory practices that drive high-performance teams composed of today's multiple generations. Get the best from your Boomers to Millennials.
- 16) **Managing Time:** The daily onslaught of tasks and interruptions can drive ineffective work outcomes. Use the Covey 4-quadrant approach to sorting tasks and planning daily work.
- 17) **Stress and Conflict:** Increase personal effectiveness. Conflict is a multi-faceted subject with many entre' points. Each action-oriented workshop can be delivered as a "stand alone" or combined into one event. The components are as follows:
- Dealing with Differences 1** (2 hours)
- Outcomes:** Upon completion of the workshop participants will:
1. Learn conflict resolution skills
 2. Shift from reactive to controlled behaviors
 3. Compare "winning" to "resolving"
 3. Increase personal effectiveness in resolving problems
 4. Discover what drives personal "hot buttons"
- Dealing with Differences 2** (1 hour)
- Outcomes:** Upon completion of the workshop participants will:
1. Have an analysis of how they handle conflict using the Thomas-Kilmann Conflict Mode Instrument (\$15/person)
 2. Understand the five key ways of dealing with differences
 3. Gain insight necessary to become more effective at dealing with conflicts in their life.
 4. Understand how different conflict-handling styles affect interpersonal and group dynamics

17) Stress and Conflict (continued)

Giving Feedback: Constructive Criticism (1 hour)

Outcomes: Upon completion of the workshop participants:

1. Can create environments where people are motivated to grow
2. Can describe the psychology that drives effective feedback
3. Will become more in control of their reactions/behaviors
4. Can deliver feedback, not criticism
5. Will be equipped with the Basic Principles for dealing with other people

Decoding Behaviors: Psychology of Successful Communications (1 hour)

Outcomes: Upon completion of the workshop:

1. Understand the fundamental psychology driving people's behavior
2. Decode the behaviors and personalities of people you work with
3. Increase your ability to effectively communicate with others
4. Obtain the hidden knowledge about what drives relationships
5. Become conscious of your personalized auto-destruct sequence
6. Embrace your uniqueness and know how to synergize with others

U Drive me CrAZY: Decoding my Hot Buttons (1 hour)

Outcomes: Upon completion of the workshop:

1. Have a strategy for dealing with negative emotional energy
2. Understand my personal root cause of negative emotional energy
3. Identify my personal Attachments and the warning indicator that my auto-destruct sequence is commencing
4. Start the journey to increased effectiveness through self-control

- 18) Presentation Speaking: Making business presentations is a fundamental management skill. Practice builds confidence and so does learning how to organize thoughts, avoiding too much analysis, rehearsing, mastering your voice, and knowing the audience.
- 19) Effective Communications I : Accept the important role management plays in communicating (convey vs. converse) messages in a way that understands how a personal agenda influences the message and what people “hear.” Build trust throughout levels of management, build cohesiveness between supervisors and managers in how they represent each other and the company, reduce rumors through a consistent flow of information from managers.
- 20) Effective Communications II: Position people to build a culture of effective communications within the corporate world and be able to source and synthesize information. Outcomes: Appreciate the work and challenges of managing corporate communications; increase personal effectiveness in communication style; choose to create a culture of effective communications.

- 1) Completed Staff Work...1-day
- 2) Project Management II
- 3) Selling and Business Development...1-day
- 4) Coaching and Mentoring
- 5) Managing Change
- 6) Problem Solving Methodologies
- 7) Lean Leadership...1-day
- 8) Creating supply chain consortiums
- 9) Managing cross-organizational conflict...1-day
- 10) 7-Habits of Highly Effective People...3-day

- 1) **Executive Process Management:** Create a Balanced Scorecard. Define key organizational processes that drive scorecard results. Review process policies to ensure sufficiency of performance. Establish the Quarterly Operations Management Meeting that drives Operating Rhythm.
- 2) **Scenario Planning:** Use scenarios to prepare for the future and not be caught by surprise at changing conditions.
- 3) **Coaching and Mentoring Program:** Define and populate the program for preparing the next generation of senior managers.
- 4) **Creating the Change Map**
- 5) **Image Management and Strategy:** Learn a powerful way to position the business in the marketplace.
- 6) **Creating the metric-based, end-state vision**
- 7) **Leading Through Excellence:** Set conditions for productive possibility thinking. Ensure leadership consistency and commitment are presented to the workforce from each member of the management group. Eliminate infighting, counter-productive communication patterns and passive aggressive behaviors that block the creation of possibilities. Transform people from a group to a team with role clarity, aligned agendas and common purpose. Avoid cross-communications, confusion and negative impacts on employee engagement that often accompany significant changes in the management group.

- 8) Dealing with Drift
- 9) Workout Sessions
- 10) Organization's Non-negotiables: Craft and deliver
- 11) Celebrating successes and delivering rewards
- 12) Critical Thinking: Sloppy thinking delivers sloppy business results. Clean-up your thinking with the Watson-Glaser Critical Thinking Assessment and increase your awareness of Inference, Deduction, Interpretation, Assumptions and Arguments.
- 13) Locus of Control
- 14) Presence and Appearance
- 15) PCM Personality Assessment: Decoding your behavior.

Recommended 4th Quarter Development Activities

- Senior Management
 - Executive Process Management (2-days)
- Middle Management
 - 7- Habits of Highly Effective People (3-days)
- Frontline Management
 - Sailing the 7-C's of Business (1-day)
 - IE and HR: Partners in Performance Management (1 ½ days)