

Leadership Excellence for Senior Management | 3 Days

Senior managers have unique demands placed upon them. They need to be able to lead the leaders – offering guidance, critiquing performance, and mentoring their team – while also identifying and developing new managers. To maximize performance and foster a healthy environment, senior managers must also motivate others, nurturing and utilizing the distinctive skills of each team member.

WHO SHOULD ATTEND:

Mid- and upper-level managers looking to hone their senior management skills.

JOB ROLES:

Personal Development
Leader of Teams/Projects
Leader of Managers/Departments
Leader of Organizational Strategy

OBJECTIVES:

- Use wisdom and understanding to lead others
- Deliver constructive critiques to your staff
- More effectively coach and mentor your staff
- Develop new managers
- Better motivate your staff
- Navigate organizational politics

COURSE OUTLINE:

Leading Others

Comparing Vertical and Lateral Hierarchies:
Leading in Different Structures of Command and Control
Leveraging Your Organization's Structure
Knowing Your Employees – Developing Empathy
Beginning with the End in Mind
Setting S.M.A.R.T. Goals
Earning Your Team's Trust

Strategies for Course Correction

Lighting a Fire: Motivating, Guiding, and Inspiring
Resolving Conflict
Changing the Script: Trusting Your Team,
Empowering Delegation, Celebrating Success, and
Building & Reinforcing Your Team
Defining Team Roles and Creating a Balanced Team

Effective Coaching and Mentoring

Providing Clear and Timely Feedback
Creating a Supportive Environment
Building a Successful Mentorship Plan

Training New Managers

Preparing, Developing, and Supporting
New Managers
Defining and Building Competencies
Documenting Best Practices while Rewarding and
Emulating Effective Managers
Encouraging a Peer Network

Motivation

Understanding the 8-Level Hierarchy of Needs
Managing Across Generations
Applying the CARE Model

Organizational Politics

Being Politically Savvy, Ethical, and Effective
Building Political Intelligence
Understanding the Landscape

The Big Picture

Thinking through the Elements of Management

We Ensure Personal & Professional Growth Through:



TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY

eBooks, On-Demand Courses, Quick Videos,
Personal & Team Assessments, Tools & Templates.

Post-Class Reinforcement Materials

Each of the Leadership and Professional Development courses include a suite of post-class reinforcement materials that are unique to each title. Content such as e-books, quick videos, personal and team assessments, tools and templates, and other materials, have been selected to ensure that you continue your journey to ongoing success beyond the classroom. All e-assets, such as books and videos, come with 1-year access.

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Reinforcement Videos

- An Overview of Competitive Strategy featuring Michael Raynor
- Global Markets and Competition featuring Harold Sirkin
- Leveraging Networks To Change The Competitive Landscape featuring Andrew G. Ray
- Customer Insights that Redefine Markets featuring Peter Fisk
- Reducing Customer Risk featuring Adrian Slywotzky
- Beating Your Most Powerful Competitors featuring Michael Raynor
- Bad Competition Can Sour Good Markets featuring Carol Roth
- Competing Smarter: Do What Your Competition Isn't Willing to Do featuring Vince Poscente
- How to Stand Out from the Competition featuring Mark Goulston
- Connecting the Dots of Innovation featuring Jeff DeGraff

Book Summaries

- Reality Check: The Irreverent Guide to Outsmarting, Outmanaging, and Outmarketing Your Competition by Guy Kawasaki
- Becoming a Category of One - How Extraordinary Companies Transcend Commodity and Defy Comparison by Joe Calloway
- Chaotics: The Business of Managing and Marketing in the Age of Turbulence by Philip Kotler and John A. Caslione
- Leadership in the Era of Economic Uncertainty—The New Rules for Getting the Right Things Done in Difficult Times by Ram Charan
- The Well-Timed Strategy: Managing the Business Cycle for Competitive Advantage by Peter Navarro
- Satisfaction: How Every Great Company Listens to the Voice of the Customer by Chris Denove and James D. Power IV

Leader-Led Activities

- Customer Needs Discussion Guide
- Strategic Framework Discussion Guide
- Competitive Awareness and Strategy Facilitation Guide
- Competitor Types Facilitation Guide
- Marketing Approach Facilitation Guide
- Taking Competitive Action Application Guide

Self-Assessment

- Marketing Approach
- Customer Needs
- Competitive Strategies

Business Impact

- Business Impact: Returning to Core Competencies

Challenge

- Challenge: Competitive Awareness and Strategy

Tools

- Evolving Practices
- Five Forces
- Strategic Framework
- Customer Information
- Types of Competitors
- Competitive Information
- Core Competency
- Innovations

Test

- Leadership Advantage Test Yourself: Competitive Awareness and Strategy

Core Message

- Leadership Advantage: Competitive Awareness and Strategy 2.0

Case Study

- Navigating the Competitive Landscape
- Marketing Position
- Making Sense of Customer and Competitor Information
- Leveraging Core Competencies
- A Call to Action

Key Concept

- Key Concept: The Need for Competitive Strategy
- Key Concept: Past, Present, and Future Practices
- Key Concept: Classic Competitive Forces and Strategies
- Key Concept: Know Your Strategic Framework
- Key Concept: Understanding Your Company's Marketing Position
- Key Concept: Know Your Customers and What They Need
- Key Concept: How to Get Customer Information
- Key Concept: Understanding Your Competition
- Key Concept: Critical Types of Competitor Information
- Key Concept: Getting Competitive Information
- Key Concept: Take Action
- Key Concept: Resiliency through Core Competencies
- Key Concept: Competing Through Innovation
- Key Concept: Competing Through Leadership

e-Books

- Innovation Leaders: How Senior Executives Stimulate; Steer and Sustain Innovation
- On Top of the Cloud: How CIOs Leverage New Technologies to Drive Change and Build Value Across the Enterprise
- The Trustworthy Leader: Leveraging the Power of Trust to Transform Your Organization

Videos/Courses

- Organizational Misalignment Starts at the Top
- How to Think Strategically
- The Three Tools A Senior Leader Must Use: Self-Disclosure; Inquiry and Listening
- Honesty and Candor is a Requirement

Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.