



Manager School

part of the Managerial Leadership Academy

Details

Great for soon-to-be Managers and Managers with up to 2-3 years' experience, but relevant for Managers at any level.

9 weeks. 9 sessions at 3-hours each.

Interactive online sessions with a live Instructor where Managers won't sit passively. They'll bring real-life issues to be discussed and investigated using the practices of *Managerial Leadership*.

Each course is limited to 20 participants, and every participant has direct access to the Instructor.

Certificates are distributed after the course is completed.

Summary

Management is hard. Most Managers are experts at their "technical work", but "people work" is a completely different animal, and Managers are often left in a fog of tension and drama to figure it out on their own.

Things get a lot clearer when Management is viewed through the lens of continuous improvement.

This course unpacks how *Managerial Leadership* simplifies things by prioritizing the use of individual judgement to drive performance through accountability. Managers learn how to **Define, Coach** and **Recognize** their Team's contributions in order to add value to their work and **Develop** their growth.

Teams are engaged when they know how they contribute to the success of the business, and Managers will finish the course with new tools to add value, strengthen engagement, and develop high-performing Teams.

Session 1: Culture & Engagement

Culture and Engagement are about productivity, not parties or ping-pong tables, and Managers have the greatest influence over how employees experience them at work.

This session reviews how to promote culture through the foundation of Vision and Mission and integrate it with continuous improvement. We examine how Core Values shape culture, how shifting goals evolve it, and how all of it affects employee engagement.

Managers will understand their crucial role in leading with mutual trust and respect in order to create and maintain the kind of culture that drives performance and strengthens engagement.

Session 2: Judgement & Accountability

Using individual judgement to make valuable contributions is how Team Members add value to the business, and it's the only thing that will consistently create accountability.

This session explores the connections between work, complexity, judgement, accountability, and individual capability. We then show how different levels of work require different kinds of decisions and how aligning a person's use of judgement with their work is the key to creating real accountability.

Managers will be equipped with tools to accurately diagnose performance issues so they can hold their teams, and themselves, truly accountable.

Session 3: Define Expectations

In order to delegate with confidence, expectations need to be clearly defined.

This session introduces a practical approach to setting "What by When" goals that are not only based on business priorities but also aligned with Team capability so that Team Members understand what success looks like and accept responsibility for meeting expectations.

Managers will gain tools to hand off work without hand-holding. Delegation isn't about letting go. It's about stepping up.

Session 4: Hire Capability

Hiring shouldn't be a guessing game. A candidate's capability should be identified **before** an offer is made.

This session outlines a clear process to match a well-defined Role with the capability needed for success and then find the right candidate through an interview process that uncovers what they've actually done, not what they say they've done.

Managers will learn how to hire for skill, capability, and fit because great teams start with smart selection.

Session 5: Coach Performance

High-performing Teams are developed in real time by coaching on the work that matters without straying into drama and wasting time.

This session discusses how coaching is essential for Team performance, and how a coach who knows where true accountability lies can deliver it effectively in a variety of forms.

Managers will see how simple it can be to support each Team Member while also adding value to their work. Coaching isn't a one-time event. It's a leadership habit.

Session 6: Recognize Contributions

These aren't gift cards or celebrations. People want to know how they contribute to the success of the business.

This session defines the kind of performance review that people actually *want*. It's about more than just performance. It's special time set aside to clarify expectations, confirm accountability, and connect the use of judgement to overall success.

Managers will match business needs to what a person is realistically able to contribute. Recognition isn't just praise or gifts. It's feedback that matters.

Session 7: Develop Potential

Development becomes self-evident after Managers *Define, Coach, and Recognize* effectively.

This session describes the last iteration on the Managerial Leadership cycle of continuous improvement where decisions are made about what happens next. It could be more responsibility or a promotion. Sometimes it's continuing to do what works, and sometimes it's making a hard decision. But in the end, growth is about a person stretching themselves to make valuable contributions, not just waiting to get someone else's job.

Managers will see exactly where they fit in a person’s development so they can confidently make informed decisions about their growth or make tough calls when needed.

Session 8: Skip Level Managerial Leadership

Managing other Managers is a whole different ball game, but no matter what, the whole Team should know what to expect from a Skip Level Manager.

This session unpacks exactly how important the Skip Level Manager is for developing both the Managers on their Team **and** the Skip Level Team those Managers are accountable for.

Participants will learn what Skip Level Managers do to develop high-performing Managers, mentor Skip Level Teams, and ensure fair treatment for both. The whole organization levels up when the leaders who lead other leaders lead them with strong habits of *Managerial Leadership*.

Session 9: Recap

We'll do a quick recap of all the sessions, troubleshoot real-life issues, and explore any questions or ideas.

Certificates are distributed during this session.

How can we help?

Not sure what your business needs?

Give us a call. Consultations are always free.

www.getmanageable.com | 717-455-0345



Manager Development



Performance Enablement



Coaching



Strategic HR