

## 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.*