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.

**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

**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

**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.

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This course may qualify for Continuing Education Credits from multiple providers. Please visit [www.nhcredits.com](http://www.nhcredits.com) for complete details.
Leadership Excellence for Senior Management

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.

Leadership Excellence for Senior Management | 3 Days

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
- 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
- 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.