

Manager Essentials



Manager Essentials Modules and Competency Matrix

The following are the core development modules of the Manager Essentials suite of offerings. Course names and the competencies that they reinforce are listed in the Course/Competency Matrix below. Course summaries are immediately following the matrix.

Course	Delivers Operational Excellence	Acts Strategically	Focuses on the Customer	Builds Capability	Champions Innovation & Change	Builds Productive Relationships	Communicates & Influences Effectively	Demonstrates Personal Mastery
Understanding Behavioral Styles				X		X	X	X
Ensuring an Inclusive Work Environment		X		X	X	X	X	
Managing Both Good and Bad Performance	X		X	X		X	X	
Developing Individuals Through Coaching				X		X	X	
Supercharging Your Emotional Intelligence				X		X	X	X
Managing Conflict and Negotiations	X	X				X	X	X
Building High Performing Teams	X	X	X	X	X	X	X	
Becoming an Interviewing Superstar				X				X
Manager "Me-Time"	X							X
Effective Presentation Skills							X	X
Managing Change		X			X		X	
"People Rhythm" Basics	X			X		X		
Giving Effective Feedback				X		X	X	
Leading Effective Meetings	X						X	X
Employment Law and Legal Compliance	X							X



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COURSE DESCRIPTIONS

Understanding Behavior Styles

In this workshop, participants identify their own personality and workstyles, as well as the styles of other. We explore how style affects communication, goals, and stress. Participants walk away with knowledge of how to improve their interpersonal skills and best collaborate with a diversity of styles in order to get work done.

[Note: The client’s choice of assessment(s) can be used. Examples include but not limited to: DiSC, StrengthFinders, Fascination Advantage, Hogan, Birkman, The Saboteur, and/or MBTI]

Ensuring an Inclusive Work Environment

Helps managers understand the basics of what is required to ensure that a culture of inclusion exists in the workplace. Topics such as the business case for diversity, unconscious bias, understanding protected classes, generational differences, and reducing legal risk are covered.

Managing Both Good and Bad Performance

Participants learn the basics of effective performance management and how it affects employee attitude, behaviors, performance, and retention. Managers practice how and when to use praise, recognition and/or constructive feedback to engage their staff in a way that motivates them to improve and maintain good performance. How to diagnose and effectively address the real causes of performance failures is also addressed.

Developing Individuals Through Coaching

DITC, an introduction to coaching for managers, introduces the skills and mindset needed to coach direct reports.

This program:

- Highlights what coaching is and isn’t
- Discusses how to build trust and go deeper through listening
- Examines the impact of questioning in building awareness, expanding options, and landing goals
- Introduces a simple framework for guiding coaching conversations
- Provides opportunities to coach others on real-life challenges

Managers will be able to distinguish coaching from other kinds of manager conversations, apply listening and questioning skills, and apply the GROW model in coaching conversations.

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Supercharging Your Emotional Intelligence

Competence is more than performance. Being a truly competent manager involves exhibiting behaviors that influence trust, credibility, relationships, and perceptions of capability. How and when to use these behaviors is called Emotional Intelligence.

In this workshop participants will:

- Better understand why emotional intelligence is a critical competency in today's world
- Complete an emotional intelligence assessment- the EQi 2.0
- Participate in a group debrief on their assessment results and how to apply their insights in their daily job.
- Increase their organizational savvy- Managing up, down, and across the organization

Managing Conflict & Negotiations

In this experience, participants better understand why hard conversations are important in the workplace. They learn critical skills how to best manage conflict and negotiations in a productive, positive way.

Building High Performing Teams

This workshop is designed to move managers to the next level of impact by improving their effectiveness both with individual direct reports and across the whole team. During the session, participants hear best practices from experienced leaders, peer panelists, and one another. They work in small groups to solve real-life manager situations experienced at their organization. As a team, they diagnose, solve, and practice using the tools and best practices presented. Then, they apply the learning directly to their own challenges via a facilitated problem-solving lab.

Upon completing the workshop, participants return to their daily work with broader skills, an expanded toolkit, and a deeper understanding of their personal strengths and capabilities as a manager.

Becoming an Interviewing Superstar

In this workshop, participants learn the best approaches to hiring, their role in the hiring process, and how to conduct a legally-compliant, behavioral-focused interview with potential candidates for employment.

Manager "Me-Time"

This workshop is a safe space for participants to work on some of their most pressing self-development priorities. Topics include visioning, prioritization, delegation, energy management, and troubleshooting urgent problems. This is a rare opportunity for participants to drive the class agenda by focusing on what they need to succeed.

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Effective Presentation Skills

Whether at informal meetings or public gatherings, speakers with an engaging style who can persuade their listeners with powerful ideas enjoy a huge advantage. Throughout the class, participants will be presenting and refining a 2-minute presentation, along with receiving vigorous feedback throughout the process.

This fast-paced, interactive, and hands-on workshop will:

- Help participants develop relevant, compelling content
- Provide tips and coaching on how to reduce anxiety and appear confident and credible
- Teach participants how to use a conversational style, which includes pacing and emphasis

Managing Change

Managing change is one of the most challenging aspects of being a manager.

In this workshop, participants:

- Recognize the impact of big and small changes on their team
- Learn a framework for leading their team through change
- Participate in an activity illustrating common big and small changes at their organization and how to best manage their team through them.

“People-Rhythm” Basics

This workshop helps managers better understand the company’s overall approach to attracting, engaging, developing, and retaining its talent. Topics such as compensation fundamentals, headcount management, budgeting, rewards & recognition, development offerings, succession planning, and workforce planning are covered. This offering is highly customized for the client, so time for curriculum development must be considered.

Giving Effective Feedback

This course is designed to help workplace leaders learn how to provide feedback any time that the message is due. Whether feedback is formal or informal, and whether it is provided to employees, peers, or someone else, there are ways that feedback can be structured to be effective and lasting.

Participants will learn:

- Why the way we deliver feedback is important
- How to deliver a message so that others accept it and make changes that may be needed
- How to accept feedback that we ourselves are offered

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Leading Effective Meetings

This engaging experience allows participants to identify common challenges in meetings at their organization and learn how to avoid them. Participants learn the concept of facilitative leadership, including why establishing and achieving desired outcomes are important to ensuring successful meetings.

Throughout the day, participants learn about and practice a simple framework for both managing and getting the most out of meetings, which includes topics such as decision-making, setting expectations, managing participation, stakeholder engagement, and ensuring individual accountability for action items.

Employment Law and Legal Compliance

Do your managers fully understand their accountabilities and obligations under federal, state and local labor laws? Can they effectively articulate their responsibilities under FMLA, ADA, COBRA, HIPAA, Wage & Hour, Payroll, Cafeteria Plan, EEO, Affirmative Action, etc.?

Empowering managers how to stay in compliance with the growing list of employment laws and regulations is not an optional exercise – it is a mission-critical mandate!

Participants will leave this experience understanding the myriad of laws that impact the daily work of their teams. Topics such as employment-at-will, hiring, firing, disciplining, records retention, unions and guidance to ensure compliance of applicable laws will be covered.

GROUP AND INDIVIDUAL COACHING

In addition to the workshops listed above, Shockingly Different Leadership has 23 coaches available to provide 1:1 and/or group coaching to management staff.

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