

The Management Development Process™ Outline

Module One

Self Management

Management Development Process Description	Timing, Duration and Content
<p>Management Development Competency Assessment ^ā</p> <p>A 50-item 360-degree questionnaire that measures each manager's competence in all areas covered by The Management Development Process™. It is re-administered at the end of Module 3, and again at the end of Module 6.</p>	<p>Internet Based Processing & Reporting</p> <ul style="list-style-type: none"> • 15 to 20 minutes to fill out. • Each manager completes a self-assessment of his or her own competencies. • The manager's manager, four to six peers and four to six direct reports also complete the assessment on the manager. • Reports available as soon as the minimum number of responses completed.
<p>Self Management - Day One</p>	<p>Self Awareness</p> <ul style="list-style-type: none"> • Understanding the impact of needs, values and attitudes on behavior. • Completion of Personal Profile System® or Focus Point® non-judgemental learning instruments that measure behavioral style based on the DiSC® Behavioral Model. • Emotional Intelligence... developing the <i>Personal</i> and <i>Interpersonal Competencies</i> essential for success as a leader. • People Reading Skills... learning to identify the behavioral styles of other people you work with. • Adaptability... how to manage your behavior and communication style to create a work environment more conducive to success.

Module One, Continued

Self Management

Management Development Process Description	Timing, Duration and Content
Self Management - Day Two	Change Management <ul style="list-style-type: none">• Personal Responsibility... are you taking responsibility for your role in <i>facilitating change</i>, or just doing what you have to do?• Do you see change as an <i>opportunity</i> or a <i>threat</i>?• Completion of the Coping & Stress Profile, to assess the impact of change in your workplace, and your <i>Coping Skills</i> for dealing with change and stress.• Improving performance by increasing <i>Coping Skills</i> for yourself and your team.• Application – preparation for applying skills and knowledge back in the workplace.
Follow-up Application	<ul style="list-style-type: none">• Take all direct reports through the Personal Profile System® or Focus Point™ Profile.• Use “Question Prompters” provided to debrief with the team and discuss the impact of differences in behavioral style on team effectiveness.

Module Two

Interpersonal Skills

Management Development Process Description	Timing, Duration and Content
<p>Building Trust</p>	<p>Day One of a Two Day Workshop</p> <ul style="list-style-type: none"> • The Elements of Trust... key behaviors necessary to establish trust relationships. • The relationship between <i>Trust</i> and the DiSC® Model... building trust with people who are different from you. • Feedback from the Personal Profile Software System[®]...including the How You Tend to Manage Report. • The impact of your style as a manager on the work environment. • Using the Strategies for Managing Others Report • Team building exercises you can do with your team to increase the trust level.
<p>Coaching and Counseling</p>	<p>Day Two of a Two Day Workshop</p> <ul style="list-style-type: none"> • Understanding the role of the <i>mentor</i>... <i>Giving and receiving feedback, coaching and counseling</i>. • The key to effective counseling... getting <i>agreement</i> that there is a need to improve performance, and a <i>commitment</i> to act. • The need for adaptability in communication and listening ... completion of the Personal Listening Profile[®] • Identifying the <i>listening approaches</i> needed in <i>coaching and mentoring</i>. • Practicing listening adaptability. • Preparation for implementation at work... using the Mentoring Action Planner[™] with each of your direct reports.
<p>Follow-up Application</p>	<ul style="list-style-type: none"> • Complete the Mentoring Action Planner[™] with each direct report to improve relationships and results.

Module Three

Managing Differences

Management Development Process Description	Timing, Duration and Content
Managing Differences	One Day Workshop <ul style="list-style-type: none">• Understanding the factors that impact on your ability to deal with people who are different.• The impact of paradigms on how we deal with people who are different.• Completion of the Discovering Diversity Profile[®].• Understanding your results and identifying areas for improvement.• Separating <i>fact</i> from <i>fiction</i>... how much do you know about people who are different? Can you separate <i>stereotypes</i> from <i>facts</i>?• Developing the <i>Understanding, Acceptance</i> and <i>Interpersonal Skills</i> for dealing with differences in your team.• Application – preparing Action Plans for implementation with your team.
Follow-up Application	<ul style="list-style-type: none">• Using hand-outs provided, facilitate discussion with your team members about handling differences, and the impact differences have on this team.• Take team members through the Discovering Diversity Profile[®] and debrief and discuss results.

Module Four

Performance Management

Management Development Process Description	Timing, Duration and Content
Performance Management	<p>A One Day Workshop</p> <ul style="list-style-type: none">• Diagnosing Performance Problems - Part I Why people don't perform... four primary causes and solutions; <i>selection, communication, training/coaching and motivation.</i>• Diagnosing Performance Problems - Part II The <i>Conscious Competency Model</i>... are team members conscious of what they know and don't know?• Diagnosing Performance Problems - Part III Distinguishing between <i>needs</i> and <i>values driven behavior</i>. What is the cause of <i>lack of motivation</i>?• The steps in the Performance Management Process.• Establishing <i>performance</i> and <i>development goals</i> in partnership with your direct reports.• Using the Mentoring GuideTM to address performance problems throughout the year... skills practice in <i>giving and receiving feedback, counseling and coaching</i>.• Preparing for and practicing the Performance Review Meeting using a real life example.

Module Four, Continued

Performance Management

Management Development Process Description	Timing, Duration and Content
<p>Factors That Impact on Personal Productivity – Optional Additional Training in Performance Management</p>	<p>One Day or Two Half-Day Workshops</p> <p>Session One - Time Management</p> <ul style="list-style-type: none"> • Completion of the Time Mastery Profile[®] ... identifying strengths and areas for improvement in the 12 time management categories. • Planning and implementing effective time management strategies... focusing on your individual needs. • <i>Team Time</i> ... developing a plan for more effective use of time within your team. <p>Session Two - Managing Role Based Behavior</p> <ul style="list-style-type: none"> • Using the Role Behavior Analysis[®] to identify the behavioral skills required by a job or a role. • Using Personal Profile System[®] to identify differences between current behavior and desired behavior. • Developing coaching questions to determine whether the individual has these attributes. • Using the Role Behavior Analysis[®] to identify <i>training</i> needs, and provide a basis for on-going mentoring to improve performance.
<p>Follow-up Application</p>	<ul style="list-style-type: none"> • Use the Mentoring Guide[™] with direct reports for any performance gaps that exist. • Implement the Performance Management Process if not already in existence. • Start using the Role Behavior Analysis reports to improve clarification of job expectations, and as a coaching tool to improve individual performance.

Module Five

Innovation

Management Development Process Description	Timing, Duration and Content
Innovation is a Process not an Event	One Day Workshop <ul style="list-style-type: none">• Understanding that the successful achievement of team goals and objectives requires an innovative approach, to firstly determine what is achievable, then to turn ideas into reality with a workable plan of action.• Identifying the <i>Innovation Styles</i> of each member of your team, using the Innovate with C.A.R.E. Profile^ā• Understanding the strengths of different <i>innovation styles</i>, how each contributes to the team process, and how to combine team roles to increase effectiveness.• Using the Z-Process to innovatively create change, and to creatively deal with unplanned change.• Preparation for taking team members through the Innovate with C.A.R.E. Profile^ā• Application... preparation for profiling your team with the Innovate with C.A.R.E. Profile^ā and using the Z-Process to develop a team <i>vision</i> and <i>goals</i>.
Follow-up Application	<ul style="list-style-type: none">• Take team members through the Innovate with C.A.R.E. Profile[®] and introduce them to the Z-Process• Use the Z-Process to establish a team vision and goals.• Look for opportunities to run the Z-Process with the team to solve problems, or develop more innovative systems or products.

Module Six

Leadership

Management Development Process Description	Timing, Duration and Content
Focus of Attention as a Leader	Day One of a Two Day Workshop <ul style="list-style-type: none">• Understanding the distinction between <i>management</i> and <i>leadership</i>.• Accepting that leadership means different things to different people... that people follow those whom they see to be performing acts of leadership, whether or not they have a leadership role.• Learning to make the transition from the solo leaders role of the <i>buffalo</i>, to the shared leadership role of the <i>flock of geese</i>.• Measuring your <i>leadership profile</i> using the Dimensions of Leadership Profile[®]• Understanding and applying the <i>leadership process</i>.
Leadership Needs of Your Team	Day Two of a Two Day Workshop <ul style="list-style-type: none">• Identifying the leadership needs of your team in the current situation, again using the Dimensions of Leadership Profile^a.• What is the role of the follower in a <i>shared leadership</i> environment?• The <i>Leader/Follower Response Cycle</i>... when to lead, when to follow.• Application... preparation for adapting your leadership behavior to meet the needs of your team, and develop a shared leadership culture in your team.

Module Six, Continued

Leadership

Follow-up Application	<ul style="list-style-type: none">• Introduce team members to the <i>shared leadership</i> model, and different <i>focuses of attention</i>.• Take team members through the Dimensions of Leadership Profile^a.• Facilitate regular team meetings focusing on what team members are noticing that needs improvement, to ensure all team members are encouraged to continue to contribute acts of leadership.
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