



OVERVIEW

Research shows that at least 70% of all managers and leaders in today's organizations are not meeting the contribution expectations for their role. This includes first-line supervisors through the executive team. The Maximizing Your Impact™ Workshop is designed to assist managers of managers in understanding how to increase their contribution to the organization in their current role.

This workshop takes a unique approach to helping participants understand the key accountabilities for managing managers. Drawing on extensive industry research, participants are taught about the required shift in the approach to their work, the behavior change that must take place, the steps that must be followed, and the insights and tools needed to fully execute the role of a manager of managers.

LEARNING OBJECTIVES

The objectives for Maximizing Your Impact are to help people achieve the potential as managers of managers by creating:

- A working session designed to help participants make a greater impact in their overall leadership approach to managing other managers.
- Understand organizational expectations and why they shift over time.
- Learn the key leadership accountabilities that define highly effective managers of managers.
- Develop a personal Impact Development Plan.

TARGET AUDIENCE

- New managers of managers who need to understand what is expected of them in their new role.
- Incumbent managers of managers who need to increase their impact in the high- payoff areas of selecting and developing first-line leaders, fostering a strategic mindset, deploying resources and managing boundaries.

WORKSHOP OUTLINE

Module 1: High Impact Leaders

1. Discuss the impact of effective and ineffective leaders
2. Agenda/Objectives/Expectations

Module 2: Contribution

1. Contribution expectations & the Stages of Impact
2. Role differences, requirements, and expectations
3. The working manager dilemma
4. Leadership Accountabilities overview

Module 3: Deploying Resources

1. Managing, dividing, and reallocating resources
2. Money, technology, support staff, personal time
3. Challenges, obstacles and assumptions
4. Strategies for effective deployment

Module 4: Managing Boundaries

1. Communicating and aligning strategies
2. Changing from a functional to an egalitarian viewpoint
3. The silo mindset and silo busting strategies

Module 5: Selecting First-Line Leaders

1. Mistakes, Challenges and Assumptions
 - a. Hiring clones and buddies
 - b. Selection based upon performance only
2. Selection Strategies
 - a. Building a talent pool
 - b. Promoting internally/Hiring from the outside

Module 6: Developing First-line Leaders

1. Obstacles in Making the Transition
2. Holding first-line leaders accountable for leadership work
3. The value of stretch job assignments
4. Dealing with non-performers

Module 7: Fostering a Strategic Mindset

1. Creating a culture of innovation and risk taking
2. Strategic improvising
3. Helping an initiative succeed
4. Putting it all together (rapid-fire peer feedback, 100-day action items)