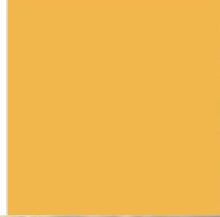


# Managing Excellence Program Program



**BENTLEY**  
UNIVERSITY



# We believe

**“Management is one of the most noble of professions, if it’s practiced well. No other occupation offers as many ways to help others learn and grow, take responsibility and be recognized for achievement, and contribute to the success of a team.”**

- Clayton Christensen



Broadening access to high-quality leadership development to managers at every level can help create a world where **thriving at work is the norm.**

# At BetterManager, it's our mission to make **thriving** at work the norm.

Organizations thrive when their people are properly supported, and their talents cultivated.

It is the right way to lead, and the only way to lead responsibly into the future.



Coaching: The Most Important Skill Associated with High Performing Teams

# The #1 Quality of a Good Manager?

**Being a good coach.**



Google's Project Oxygen revealed that managers demonstrating these eight behaviors had teams with better performance, retention, and work attitudes.



Be a good coach



Empower --  
don't  
micromanage



Be interested in  
direct reports'  
success and  
well-being



Be productive  
and results-  
oriented



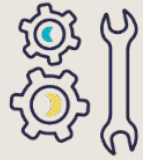
Be a good  
communicator  
and listen to  
your team



Help your  
employees with  
career  
development



Have a clear  
vision and  
strategy for the  
team



Have key  
technical skills,  
so you can  
advise the  
team

**Most Important**

**Least Important**

The Journey to Becoming a Better Leader Never Ends

# Benefits of Coaching



## Improve engagement & retention.

Creating long-term **leadership journeys** across all levels of your enterprise will increase engagement and improve retention.



## Higher productivity.

Coaching and training means **ongoing, non-judgemental** feedback and support as you build and practice using skills in the workplace.



## Reducing employee turnover.

The average cost to replace one employee is \$17,000 -- if you replace 10 people, that's \$170,000 in cost, making employee retention a **critical component to driving revenue growth**.



## Attracting top talent.

**76% of employees** say that a company would be more appealing if it offered additional skills training to its staff.

# Building a Coaching Toolbox

**It takes a multifaceted solution.**

- ✓ **Actionable Assessments:** Identifying development needs and tracking progress over time through the use of our 360 survey, engagement data, & pulse checks.
- ✓ **Group Training Programs:** Driving skill development and organizational alignment, and deepen knowledge of core management skills and critical topics. Example: Strategic Leaders
  - ◆ Leading with Vision + Values
  - ◆ Prioritizing What Matters Most
  - ◆ Building Your Capacity Through Your Team
  - ◆ Taking Risks + Failing Fast
- ✓ **Group Coaching:** Bringing leaders together to drive application of learning
- ✓ **1:1 Coaching:** Driving individualized mastery of skills needed to lead people successfully and spur deeper learning and development over longer periods of time

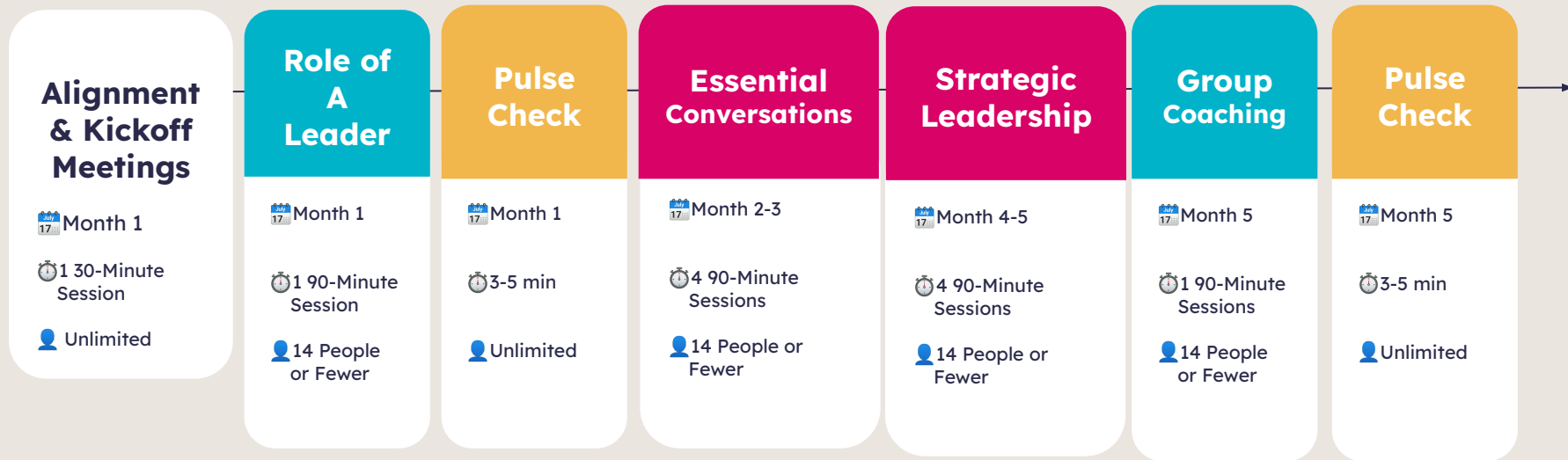
# The journey to becoming a better leader never ends.

It's a process that requires continuous learning and personal development—not a one-and-done event.



## New & Middle Manager Journey

# Group Training + Pulse Checks + Group Coaching



This journey pairs managers in a **cohort** to develop and practice leadership fundamentals and key strategic leadership skills in a **group** setting. Bentley University's Leadership Capabilities inform these sessions with **concepts and vocabulary** that can be used throughout the organization. **Value is immediate.**



## Group Coaching

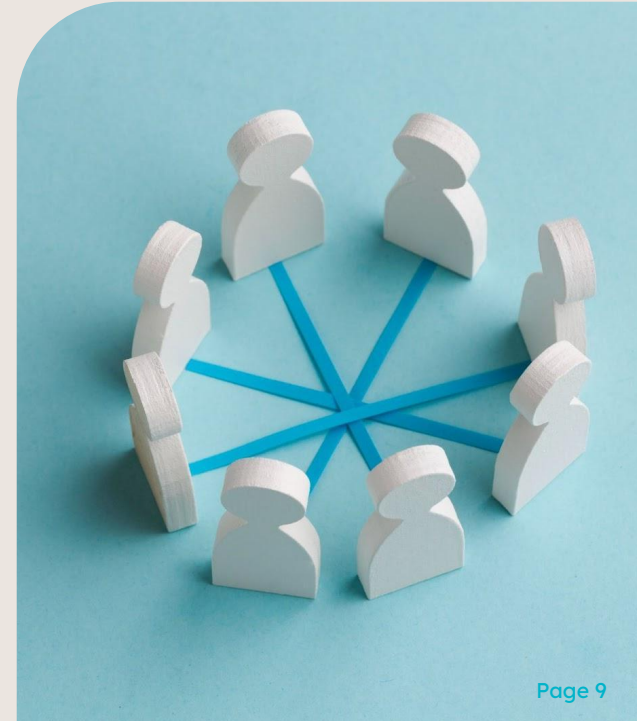
# Role of a Leader

A manager is expected to lead an engaged, productive, and agile team by establishing clear goals and objectives, setting expectations, and guiding each team member's growth and development.

They earn the respect and trust of their teams by “doing the right things” not just “doing things right.”

This group coaching session focuses on:

- ✓ **Defining and exploring** the role of individuals new to management.
- ✓ **Introducing** various leadership skills, styles, and practices which will be reinforced throughout the journey.
- ✓ **Identifying and honing** unique leadership strengths, behaviors, and styles.



## Group Training

# Essential Conversations

This learning series consists of **four 90-minute virtual sessions** focused on **helping managers to grow and elevate their people management skills** through 4 key conversations.

Supplemental resources include **Action Guides** after each session with specific questions and fill-in activities to further imprint the learnings from each session and a series of short and applicable **Extended Learning Articles** to further enhance and expand the principles of Essential Conversations.

### One-on-One Conversations

One-on-one conversations create opportunities to set performance expectations, drive productivity, coach our team members to success, while building connection and trust.

In this session, managers will:

- ✓ **Learn** key concepts to enhance one-on-one conversations.
- ✓ **Practice** step-by-step techniques to enhance listening skills.
- ✓ **Discuss** best practice meeting and communication frameworks for effectively engaging and empowering team members, cultivating a culture of focused and caring self-leadership.
- ✓ **Debrief** with sharing a key takeaway and action steps.

### Coaching Conversations

Coaching skills empower managers to support their team members in successfully reaching goals and performance objectives, developing clear solutions for challenges and issues, and exploring creative options.

In this session, managers will:

- ✓ **Learn** fundamental coaching principles.
- ✓ **Practice** activities to address and find solutions for real-life business challenges and growth aspirations.
- ✓ **Discuss** powerful question-based techniques.
- ✓ **Debrief** with sharing a key takeaway and action steps.

### Feedback & Difficult Conversations

Consistent, growth-focused, and timely feedback is the key to an organization's ability to grow, adapt, and improve. However, due to fear or work overwhelm, it is not uncommon for leaders to avoid having these conversations.

In this session, managers will:

- ✓ **Learn** the benefits of giving positive feedback, constructive feedback, and having difficult conversations.
- ✓ **Practice** using the Difficult Conversation Planner and Practice Worksheet.
- ✓ **Discuss** a clear 3-part framework for preparing and delivering constructive and positive feedback.
- ✓ **Debrief** with sharing a key takeaway and action steps.

### Career Development Conversations

Career development conversations are crucial to the growth of your team members. They close a critical loop by providing an opportunity for team members to advance in their careers and in the organization.

In this session, managers will:

- ✓ **Learn** about career agility and multi-directional movement within the organization.
- ✓ **Practice** a Growth Mindset.
- ✓ **Discuss** developing goals that honor career aspirations and the direction of the team and organization.
- ✓ **Debrief** with sharing a key takeaway and action steps.

# Group Training

## Strategic Leadership

This learning series consists of **four 90-minute virtual sessions** focused on **helping participants lead strategically** in 4 key areas.

Supplemental resources include **Action Guides** after each session with specific questions and fill-in activities to further imprint the learnings from each session and a series of short and applicable **Extended Learning Articles** to further enhance and expand the principles of Strategic Leadership.

### Leading with Vision & Values

To be an effective strategic leader, you need to know where you want to go, what you want to achieve, and how to get there.

In this session, managers will:

- ✓ **Learn** the importance of having a clear vision fueled by values, and the consequences of not having that.
- ✓ **Practice** identifying the vision and values at your organizational level.
- ✓ **Discuss** a Plan to take what you've discovered in the session about your vision and values, and begin implementing it on the job.
- ✓ **Debrief** with sharing a key takeaway and action steps.

### Prioritizing What Matters Most

How can we use our vision and values to prioritize what is important to us as leaders, to ensure we're maximizing our time and leading with a strategic focus.

In this session, managers will:

- ✓ **Learn** how to manage shifting priorities.
- ✓ **Practice** identify and explore specific situations where you can apply the 'slow down to speed up' concept.
- ✓ **Discuss** a clear approach for helping your team members prioritize their time.
- ✓ **Debrief** with sharing a key takeaway and action steps.

### Building Your Capacity Through Your Team

Being strategic with productivity requires being intentional, stepping back, and looking at how work gets done across your team.

In this session, managers will:

- ✓ **Learn** how to utilize Strategic Delegation to leverage delegation practices for short-term and long-term goals.
- ✓ **Practice** identifying clear and sustainable delegation practices.
- ✓ **Discuss** steps for gaining buy-in from your teams, exploring a delegation process that cultivates accountability, ownership, and trust.
- ✓ **Debrief** with sharing a key takeaway and action steps.

### Taking Risks & Failing Fast

Explore risk taking through the lens of your leadership reality, and give you tools to support your risk-taking process.

In this session, managers will:

- ✓ **Learn** about "failing fast & forward" strategies and the relationship between taking risks and leadership.
- ✓ **Practice** identifying the components of risk assessment and action planning.
- ✓ **Discuss** risks you are currently addressing and how you might leverage these strategies to move forward with greater confidence and success.
- ✓ **Debrief** with sharing a key takeaway and action steps.



**The future of work has arrived.  
It's time to thrive.**



# Questions?