Great Manager – Course Syllabus

| **Topic** | **Lesson** | **Activity** | **Points** |
| --- | --- | --- | --- |
| **Course-Long Activities** |
|   |   | ★Final Assignment: Your Great Manager Action Plan |  |
|   |   | Discussion: Questions about the final assignment? |  |
|   |  | Peer Feedback: Review Presentations |  |
| **Week 1: Getting Started & Culture** |
| **Getting Started** |
|   | Introduction |
|   | Using NovoEd |
|  | Best Practices for Digital Learning |
|   | Getting to Know You |
|   |   | ★Assignment: Complete Your Profile |  |
|   |   | Discussion: Introductions |  |
|   | The Benefits of Learning in a Cohort |
|   | Meet Your Team |
|   | Getting to Know Your Team  |
|   |   | Team Assignment: Get Organized with Your Team |  |
|  | My Previous Manager and Why They Were Great |
|   |   | Assignment: Your Best "Great Manager" |  |
|  | Feedback: Your Peers’ Previous Managers |
|   |   | Feedback for Your Best "Great Manager" |  |
|   | What's Next? |
| **Kickoff Call**  |
|   |   | Live Session: Kickoff Call |  |
| **Culture** |
|  | Institutional Objectives |
|   |   | Assignment: Institutional Objectives in Action |  |
|  | Organizational Excellence |
|   |   | Assignment: Reflecting on the Words of Others |  |
|  | High Performing Organizations |
|   |   | Discussion: The Secrets of High Performing Organizations |  |
|  | Workplaces of Choice |
|   |   | Survey: Workplace of Choice Survey |  |
|  | Organizational Culture |
|   |   | Assignment: Organizational Culture Reflection |  |
|  | Feedback: Organizational Culture |
|   |   | Feedback for Organizational Culture Reflection |  |
|  | Cultural Artifacts |
|   |   | Discussion: Barriers to a Healthy Culture |  |
|  | The Meaning of Culture |
|   |   | Assignment: Culture Quotes |  |
|  | Feedback: The Meaning of Culture |
|   |   | Feedback for Culture Quotes |  |
|  | Culture Indicators |
|   |   | Discussion: What is the Current Yale Culture? |  |
|   |   | Survey: Cultural Indicators in Your Department |  |
|   |   | Team Assignment: Cultural Indicators Across Departments |  |
|   |   | Assignment: Creating the Culture |  |
|   |   | Discussion: Effective Culture |  |
|   |   | Assignment: Create Your Culture Recipe |  |
|  | Traditional Management vs. Yale Leadership Expectations |
|   |   | Discussion: Traditional Management vs. Leadership Expectations |  |
| **Live Session**  |
|   |   | Live Session: Great Manager - Week 1 |  |
| **Weekly Reflection & Feedback** |
|   |   | ★Assignment: Week 1 Reflection |  |
|   |   | Survey: End of Week 1 Feedback |  |
| **Week 2: Developing Yourself & Others** |
| **DiSC** |
|   |   | Live Session: DiSC Overview |  |
|   | DiSC Overview & Live Session Follow Up  |
|   |   | Video: “DiSC Introduction" |  |
|   | Team Assignment: Developing Your DiSC Style  |
|   |   | Team Assignment: Understanding Your DiSC Style |  |
|   |   | Feedback: Developing Other DiSC Styles |  |
|   | A Day in the Life  |
|   |   | Assignment: A Day in Your Life |  |
|   |   | Feedback: A Day in the Life of Others |  |
|   | Recognizing DiSC Tendencies & People Reading |
|   |   | Assignment: Develop a DiSC Action Plan for Others |  |
|   | Delegating  |
|   |   | Padlet Discussion: Challenges in Delegating |  |
|   |   | Assignment: Delegating Action Plan |  |
|   | Motivating  |
|   |   | Poll: Talkin' 'Bout My Motivation |  |
|   |   | Assignment: Motivating Action Plan |  |
|   | Working with your Manager Part 1  |
|   |   | Survey: You & Your Manager |  |
|   |   | Assignment: Managing Up Scenario |  |
|   |   | Feedback: Compare Your Response to the Managing Up Scenario |  |
|   | Working with your Manager Part 2  |
|   |   | Assignment: Managing Up Reflection |  |
|   | Working with your Manager Part 3  |
|   |   | Assignment: Working with Your Manager Action Plan |  |
|   | DiSC Wrap Up  |
|   |   | Video: “Working With D” |  |
|   |   | Video: “Working With i" |  |
|   |   | Video: “Working With S" |  |
|   |   | Video: “Working With C" |  |
|   |   | Video: “The Galaxy Project Part 1" |  |
|   |   | Video: “The Galaxy Project Part 2" |  |
|   |   | Video: “The Galaxy Project Part 3” |  |
| **Career Conversations** |   |
|   | Why Career Conversations? |
|   | Strategy for Optimum Career Development  |
|   | Career Development Resources  |
|   | Individual Development Plan (IDP)  |
|   |   | Assignment: Complete Your IDP |  |
| **Weekly Reflection & Feedback** |
|   |   | ★Assignment: Week 2 Reflection |  |
|   |   | Survey: End of Week 2 Feedback |  |
| **Week 3: Situational Leadership** |
| **Situational Leadership** |
|   | Situational Leadership Overview  |
|   |   | Discussion: What Does Leadership Mean to You? |  |
|   | The Situational Leadership Model |
|   |   | Assignment: Challenging Leadership Situation |  |
|   | Skill 1: Goal Setting  |
|   | Skill 2: Diagnosing Development Level  |
|   |   | Diagnosing Development Levels Knowledge Check |  |
|   |   | Padlet Discussion: Development Level Descriptors |  |
|   | Skill 3: Matching Leadership Styles  |
|   | The 4 Leadership Styles  |
|   |   | Team Assignment: Leadership Scenario Practice |  |
|   | Feedback: Leadership Scenarios  |
|   |   | Feedback for Leadership Scenario Practice |  |
|   | Partnering with Others  |
|   |   | Assignment: Partnering Self-Reflection |  |
|   | Feedback: Partnering  |
|   |   | Feedback for Partnering Self-Reflection |  |
| **Live Session** |
|   |   | Live Session: Great Manager - Week 3 |  |
| **Weekly Reflection & Feedback** |
|   |   | ★Assignment: Week 3 Reflection |  |
|   |   | Survey: End of Week 3 Feedback |  |
| **Week 4: Diversity & Inclusion** |
| **Diversity & Inclusion** |
|   | Section Overview, Managerial Realities & Our Beliefs |
|   | Partner Assignment: Best Guess  |
|   |   | Partner Assignment: Best Guess |  |
|   |   | Discussion: Best Guess Takeaways |  |
|   | Dimensions of Diversity  |
|   |   | Assignment: Your Dimensions of Diversity |  |
|   | Feedback: Dimensions of Diversity  |
|   |   | Feedback for Your Dimensions of Diversity |  |
|   | Microinequities  |
|   |   | Video: “Microinequities: The Power of Small – Leadership & Inclusion” |  |
|   |   | Discussion: Microinequities & You |  |
|   | Live Session Prework: Diversity Challenges  |
|   |   | Poll: 21st Century Managerial Diversity Challenges |  |
|   |   | Poll: Yale Managerial Diversity Challenges |  |
|   |   | Team Assignment: Diversity Monologue Preparation |  |
|   | Live Session |
|   |   | Live Session: Great Manager - Week 4 |  |
|   | Microaffirmations  |
|   |   | Video: “Micro-affirmations - Think About What You Are Thinking About” |  |
|   |   | Padlet Discussion: Microaffirmations & You |  |
|   | Additional Resources  |
| **Weekly Reflection & Feedback** |
|   |   | ★Assignment: Week 4 Reflection |  |
|   |   | Survey: End of Week 4 Feedback |  |
| **Wrapping Up** |
| **Course Feedback** |
|   |   | ★Survey: End of Course Survey |  |
|   |   |   |  |