Managing for Results – Course Syllabus

| **Topic** | **Lesson** | **Activity** | **Points** |
| --- | --- | --- | --- |
| **Course-Long Activities** | | | |
|  |  | ★Final Assignment |  |
|  |  | Discussion: Questions about the final assignment? |  |
|  |  | Peer Feedback: Review Presentations |  |
| **Week 1: Getting Started & Managing My Business** | | | |
| **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 |  |
|  | What's Next? | |  |
| Course Overview | | |  |
|  | Managing for Results | | |
|  | Your Best Self | | |
|  |  | Assignment: Your Best Self |  |
|  | Feedback: Why Your Peers are Great | | |
|  |  | Feedback for Your Best Self |  |
|  | Motivation & Challenges | | |
|  |  | Motivation Knowledge Check |  |
|  |  | Discussion: What is Your Motivation? |  |
|  |  | Discussion: Current Challenge in Delivering Excellent Results |  |
| **Kickoff Call** | | | |
|  |  | Live Session: Kickoff Call |  |
| **What Business Am I In?** | | | |
|  | Overview | | |
|  |  | How Do You Define Excellence? |  |
|  | Assignment: What Business Am I In? | | |
|  |  | Assignment: What Business Am I In? |  |
|  | Team Assignment: What Business Are Your Peers In? | | |
|  |  | Team Assignment: What Business Are Your Peers In? |  |
|  | Feedback: What Business Are Your Peers In? | |  |
|  |  | Feedback for Team Assignment: What Business Are Your Peers In? |  |
| **Exploring Measures** | | | |
|  | What to Measure | | |
|  |  | Discussion: What are Your Business Outcomes? |  |
|  | Making Information and Data Meaningful | | |
|  | How to Measure | | |
|  | Measurement Tool: Reviewing Program Records | | |
|  | Measurement Tool: Surveys | | |
|  |  | Your Survey Question |  |
|  | Measurement Tool: Observations | |  |
|  |  | Knowledge Check: Program Evaluation Observations |  |
|  | Measurement Tool: Structured Interviews | | |
|  | Measurement Tool: Focus Groups | | |
|  | Program Evaluation Resources | | |
| **Live Session** | | | |
|  |  | Live Session: Managing for Results - Week 1 |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 1 Reflection |  |
|  |  | Feedback on Reflections |  |
|  |  | Survey: End of Week 1 Feedback |  |
| **Week 2: Managing Myself** | | | |
| **Multiple Roles** | | | |
|  | The Multiple Roles of a Manager | | |
|  |  | Multiple Roles of the Manager Survey |  |
|  | Work Prioritization Exercise | | |
|  |  | Work Prioritization Exercise |  |
|  | Where Do You Spend Your Time? | | |
|  |  | Team Discussion: Where Do You Spend Your Time |  |
| Creating Your Management Agenda | | |  |
|  | Your Management Agenda | | |
|  |  | Discussion: Your Management Agenda |  |
|  | Two Types of Agenda Building | | |
|  |  | CBT: Your Management Agenda |  |
|  | Create Your Management Agenda | | |
|  |  | Assignment: Your Management Agenda |  |
| Delegation | | |  |
|  | Covey’s Four Quadrant Model | | |
|  | Delegation Sort | | |
|  |  | Delegation Sort Exercise |  |
|  | Video: Big Rocks | | |
|  |  | Video: “Big Rocks” |  |
|  |  | Discussion: Big Rocks |  |
| Time Management Basics | | |  |
|  | What is Time Management? | | |
|  | Eisenhower’s Urgent/Important Principle | | |
|  | Making the Most of Your Opportunities | | |
|  |  | Assignment: Building Your Action Priority Matrix, Steps 1 & 2 |  |
| **Live Session** | | | |
|  |  | Live Session: Managing for Results - Week 2 |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 2 Reflection |  |
|  |  | Survey: End of Week 2 Feedback |  |
| **Week 3: Managing My People** | | | |
| **Managing in the Moment** | | | |
|  | Overview | | |
|  | Informal Feedback | | |
|  |  | Assignment: Informal Feedback Opportunities |  |
|  |  | Discussion: Informal Feedback Opportunities |  |
|  | Three Ways to Reinforce Behavior | | |
|  |  | Reinforcing Behavior Knowledge Check |  |
|  |  | Discussion: My Feedback Tendencies |  |
|  | Feedback to Reinforce or Change Behavior | | |
| **Managerial Presence** | | | |
|  | Three Critical Elements of Presence | | |
|  |  | Survey: Your Current Presence |  |
|  |  | Discussion: Managerial Presence |  |
|  | Presence Killers | | |
|  |  | Discussion: Presence Killers |  |
|  | The Approachability Assessment | | |
|  |  | Assessment: Approachability Assessment |  |
|  | Team Assignment: The Importance of Trust | | |
|  |  | Team Assignment: The Importance of Trust |  |
|  | Feedback: The Importance of Trust | | |
|  |  | Feedback for Team Assignment: The Importance of Trust |  |
| **Effective Communications** | | | |
|  | What is Communication? | | |
|  |  | Discussion: Communication Filters |  |
|  | Barriers & Roadblocks to Communication | | |
|  |  | Communications Roadblocks Knowledge Check |  |
|  | Communication Options | | |
|  |  | Communication Options Survey |  |
|  | Listening Skills | | |
|  |  | Listening Skills Assessment |  |
|  | How to Improve Listening Skills | | |
|  | Questioning Effectiveness | | |
|  |  | Team Assignment: Questions |  |
| **Live Session** | | | |
|  |  | Live Session: Managing for Results - Week 3 |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 3 Reflection |  |
|  |  | Survey: End of Week 3 Feedback |  |
| **Week 4: Building a Cohesive Team** | | | |
| **Teams and Teamwork** | | | |
|  | The Five Behaviors of a Cohesive Team | | |
|  | Building Trust | | |
|  | Mastering Conflict | | |
|  | Achieving Commitment | | |
|  | Embracing Accountability | | |
|  | Focusing on Results | | |
|  | Summary & Action | | |
| **Live Sessions** | | | |
|  |  | Live Session: Managing for Results - Week 4 |  |
|  |  | Live Session: Managing for Results - Week 4 |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 4 Reflection |  |
|  |  | Survey: End of Week 4 Feedback |  |
| **Wrapping Up** | | | |
| **Course Feedback** | | | |
|  |  | ★Survey: End of Course Survey |  |
|  |  |  |  |