Great Manager – Course Syllabus

| **Topic** | **Lesson** | **Activity** | **Points** |
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| **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 |  |
|  |  |  |  |