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 |  |
|   |   |   |  |