The Successful Manager’s Leadership Program

The University of Minnesota’s College of Continuing Education (CCE) is pleased to present the following information to assist you and your organization in considering participating in leadership training through the Successful Manager’s Leadership Program. The program is designed to equip managers with the essential insights, knowledge, and skills to directly improve leadership effectiveness.

Background and Overview

In 2004, the University of Minnesota and PDI Ninth House partnered to deliver the Successful Manager’s Leadership Program; to equip managers with the skills, behaviors, and tools needed to be successful. Since 2004, we have delivered over 50 programs to over 1,000 managers from around the world. This program incorporates learnings from the popular Successful Manager’s Handbook which has sold over 1 million copies in over 30 countries.

Based on extensive research on hundreds of managers across a variety of industries, this program focuses on the key skills and behaviors that contribute to the success of today’s managers and leaders. This program addresses managers’ needs for understanding their role as leaders, applies sound leadership principles, and provides participants with the skills, behaviors, and tools for success. A new feature of the program includes a 360-degree assessment of each participant.

Who should attend this program?

- Managers and emerging leaders
- Mid-level managers who have recently been promoted
- Prospective managers looking for career enhancement
- Businesses seeking leadership excellence for their management team

Experience

For more than 100 years, the College of Continuing Education at the University of Minnesota has been providing expertise in developing a wide range of continuing professional education opportunities for working adults in an effort to enhance their skills and abilities in the workplace. Our greatest strength lies in our ability to collaborate with colleagues at the University of Minnesota, professional associations, nonprofit organizations, businesses and industries, and federal and state agencies to develop and produce quality programs that meet training needs and standards of the University and business communities.

PDI Ninth House is the world’s premier global leadership solutions company. For more than four decades, we have provided integrated assessment, development, and coaching solutions around critical leadership and business challenges that most directly impact each leader’s success and the success of their organization. PDI Ninth House’s solutions help clients improve the quality and strength of their leaders, so they can improve talent selection, placement, and development, and ultimately achieve greater business results. PDI Ninth House serves thousands of clients on six continents, including 70 percent of the BusinessWeek Top 100 Global Brands, 75 percent of the Forbes Global 100, and 80 percent of the Fortune 100 firms in the United States.

Program Purpose

The purpose of Successful Manager’s Leadership Program is to equip managers with the essential insights, knowledge, and skills to directly improve leadership effectiveness. This dynamic program is built on the research and the leadership success factors defined in the Successful Manager’s Handbook, developed by PDI Ninth House. This program is adaptive, research-based, experience-providing comprehensive leadership training that focuses on what it takes to be a successful and effective leader in today’s workplace. The results of the program promise to be immediate and significant.
**Program Scope**

The Successful Manager’s Leadership Program focuses on what it takes to be a successful and effective manager in today's organizations. It is perfect for experienced managers and/or emerging leaders who are looking to develop leadership skills to do their jobs better in the real world.

Participants come from a variety of positions, industries, and companies of various sizes. You will join a network of high-potential professionals who want to learn to become better managers and leaders. Past participants have reported that they found results were immediate and significant.

No matter what position you hold in your organization, it is important to understand how others perceive your skills as a leader. Objective input from supervisors, co-workers, clients, and direct reports is invaluable in improving your success.

The PROFILOR®, a 360-feedback assessment, is a proven tool for gathering this input. Your personal and confidential results, an integral part of the development experience, will help you improve, grow, and develop as a leader.

Through your PROFILOR® results, lectures, case studies, and peer feedback, you will develop new strategies and action plans to improve your personal performance and have greater impact on organizational effectiveness and success.

Topics covered include personal leadership, thought leadership, results leadership, and people leadership.

**PROFILOR® 360 feedback**

The PROFILOR® is a 360 feedback tool and is an important part of the Successful Manager’s Leadership Program. It collects feedback from a variety of sources (self, managers, peers, direct reports, internal customers, and others) regarding an individual's performance. Feedback reports provide practical, well-rounded insights into job performance, strengths, and development needs, as well as paint a comprehensive picture of the specific skills that an individual needs to develop to enhance performance. It also provides a basis for creating an individualized, actionable development plan.

Nine research-based standard models focus on competencies that employees need to be successful now and in the future. Many of these models have norms that can be used as a comparison to external benchmarks. The feedback report includes development suggestions, resources, and references to the *Successful Manager’s Handbook*.

**How It Works**

Five conditions are necessary for meaningful development to occur: insight, motivation, capabilities, real-world practice, and accountability. Because The PROFILOR provides information into what participants should focus on for further development, it’s a natural starting point for the creation of a development plan.

The PROFILOR begins during the first session of the Successful Manager’s Leadership Program in which participants are provided with an overview of the process and an understanding of the kind of information that will be obtained. They are asked to identify individuals (respondents) they would like to have rate their performance, and those individuals are asked to complete The PROFILOR questionnaire. After the break, results are provided in a feedback report that features a graphical and numerical compilation of the evaluation. The report identifies the individual's strongest competencies and those most in need of development.

**About the PROFILOR**

PROFILOR was developed by PDI Ninth House, and is the result of a thorough research and development process, combined with practical experience from PDI Ninth House's cooperation with major international corporations.

“It was eye-opening. It is one thing to be aware of your strengths and weaknesses; it is entirely another to have those things affirmed by your peers. I've also learned that my strengths do translate to my job; I just didn't know how before. The 360º assessment and the coaching were my favorite parts. They were extremely constructive and will guide me going forward.”
Program Objectives

Participants will learn the keys to becoming a successful leader. The Successful Manager’s Leadership Program focuses on helping managers develop leadership excellence in four key areas that PDI Ninth House’s research indicates are most critical for leadership effectiveness:

1. **Personal Leadership:** Leadership flows out of a leader’s guiding principles, personal skills, and individual intentions. The program explores how these factors shape leadership priorities and practices. Key content topics include assessing manager’s development needs, practicing self-development, and defining personal values. You will learn how to:
   - Identify the characteristics of effective leadership.
   - Compare the roles and responsibilities for a leader versus a manager.
   - Identify your leadership strengths and development needs.
   - Coach and receive coaching from peers and fellow participants.
   - Clarify the personal values and motives that impact your leadership.

2. **Thought Leadership:** Leaders must be capable of meeting the challenges of leading in an increasingly complex business environment. The *Successful Manager’s Handbook* seeks to develop this competence by focusing on skills that increase a leader’s capacity for strategic and organizational effectiveness. Key content areas include strategic thinking, supporting the organization’s vision and strategies, and managing innovation and change. You will learn how to:
   - Create an environment that fosters creativity, innovation, and risk-taking.
   - Think strategically and leverage your competitive advantage.
   - Plan and align your team/department strategies and tactics with the organization’s vision and strategies.
   - Analyze issues and make sound decisions.

3. **Results Leadership:** Leadership differs from traditional management in many ways. The key difference is that leaders of today lead through others to achieve results. This program prepares leaders to achieve results through the people who work with them. Key content topics include driving for results, making sound decisions, and leading courageously. You will learn how to:
   - Manage change to achieve results.
   - Build realistic plans and manage execution.
   - Show drive and initiative.

4. **People Leadership:** Interpersonal effectiveness has become a prerequisite for leadership success in today’s work environment. The program expands on the interpersonal skills a leader already possesses, explores new dimensions of people leadership, and provides tools to increase a leader’s understanding and interpersonal effectiveness. Key content topics include influence, building relationships, fostering teamwork and collaboration, and coaching. You will learn how to:
   - Use strategies to influence, engage, and inspire commitment from others.
   - Lead a high-performing team by promoting collaboration and teamwork.
   - Coach and develop others to promote continuous development.
Program Length: 5 days

AGENDA OVERVIEW

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**1 Month Break**

This break gives individuals identified the opportunity to complete the PROFILOR® 360 feedback questionnaire, and PDI Ninth House time to analyze the results to be shared in day 3 of the course. This break also gives students the opportunity to put into practice the learnings from the course for discussion when the class is again in session.

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We offer flexible delivery options – on site or on campus.
Program Design and Philosophy

PDI Ninth House’s research on how development works best has led us to create the PDI Development Pipeline. The five elements that are critical for successful development are Insight, Motivation, Capabilities, Real-World Practice, and Accountability.

The Successful Manager’s Leadership Program is designed to achieve maximum development impact by addressing these five necessary conditions for development.

1. **Insight**: Leaders need to know what to develop before they plan for development. This element includes personal insight and knowledge of the critical competencies required for success, as well as how they measure up in each of the competencies. In this program, participants will use a variety of assessments and questions to facilitate insight-building.

2. **Motivation**: Leaders need to know why development matters to them. They need to see how a specific skill equips them to accomplish meaningful personal, group, and organizational objectives. Prior to this program, participants will meet with their managers to discuss how the program fits into their development plan or career path.

3. **Capabilities**: Leaders need to have access to the opportunities for building capabilities. Skill acquisition accelerates when they know and have access to the best resources and methods for learning. In this program, participants will have opportunities to acquire new capabilities through multiple learning approaches.

4. **Real-World Practice**: Leaders need opportunities to apply what they have learned and reflect on their experiences to solidify learning. Participants’ managers must also exercise their responsibilities to coach and support these initial steps. This program provides opportunities for participants to apply their learnings to their jobs.

5. **Accountability**: Leaders need to know that their development impacts their performance positively, and that they are held accountable for the ongoing application of learning to achieve business results. At the end of this program, participants will create development plans and identify specific, ongoing development actions to build accountability.
Instructors

**Louis N. Quast, Ph. D.**

Hellervik/PDI Endowed Chair in Leadership and Adult Career Development  
Department of Organizational Leadership, Policy, and Development  
College of Education and Human Development  
University of Minnesota  
Vice President and Executive Consultant  
PDI Ninth House

Joining Personnel Decisions International (currently d.b.a PDI Ninth House) in 1986, Lou has been active in several PDI Ninth House service areas: managerial assessments to assist clients in their promotion of the right people; various programs on performance appraisal and selection interviewing; personnel research work on the selection of individuals for management positions; and assessment/development centers for managers. Lou is now an executive consultant in the Leadership Development Practice Area at PDI Ninth House, heading up projects to design and deploy leadership development systems for clients around the globe.

In the fall of 2009 Lou joined the University of Minnesota faculty with a joint appointment in the Department of Organizational Leadership, Policy, and Development, and the Department of Educational Psychology. Lou teaches several graduate courses on leadership and adult career development, conducts research on effective leadership and leadership development, and participates in numerous professional engagement efforts in the areas of leadership and career development.

**Kraig King, Psy.D., M.B.A., M.A.**  
Executive Consultant in the Twin Cities Operating Office of PDI Ninth House.

Kraig has over 20 years of experience in organizational consulting and business management. His background spans a variety of industries, private and public sectors, and small business to Fortune 500 companies. He works with individual leaders, teams and organization-wide human resource systems to help improve effectiveness. He provides a broad range of services, including executive assessment, 360-degree feedback, leadership development, executive coaching, leadership team facilitation, selection and performance management systems design, and organizational analysis and development.

Prior to joining PDI Ninth House, Kraig managed his own consulting practice, where he provided organizational effectiveness consultation and executive coaching services. He has helped design and validate selection systems for managerial and professional positions, coached individuals and teams to higher levels of performance, facilitated organizational analysis and alignment with vision and values, conducted leadership training on a variety of topics, and provided personal and career counseling.

In addition, he has had significant experience as a business line leader and general manager, including product management at General Mills, marketing at NCS Organizational Assessments, and Vice President/General Manager of Personnel Decisions Research Institutes, Inc. Kraig's extensive educational background gives him a solid foundation and deep understanding of individual leaders, teams, organizational systems, and business drivers. He completed his Doctorate in Psychology at the Minnesota School of Professional Psychology, M.B.A. at Stanford University, M.A. in industrial/organizational psychology at the University of Minnesota, and B.A. in psychology at Occidental College.

**David Lee, M.A.**  
Executive Consultant at PDI Ninth House.

Since joining Personnel Decisions International in 1989, David Lee's client work has included extensive executive coaching, management and leadership training, team building, and communication consulting.

David Lee is the leading author on the book *Presentations: How to Calm Down, Think Clearly and Captivate Your Audience*. He is one of the lead authors for PDI Ninth House's *Successful Executive's Handbook*. He has also been a
leading contributor to recent editions of PDI Ninth House’s *Successful Manager’s Handbook*.

David’s experience includes college and university teaching in California and Minnesota (including the U of M), research and publishing, consulting, and corporate communications.

David has served in advisory and board positions for several foundations and agencies. He served as a board member and chairman of the Urban Ventures Foundation board of directors, a community development foundation serving the city of Minneapolis.

**Next Steps**

**Register**
To register yourself or a group of employees for the Successful Manager’s Leadership Program, please call 612-624-4000 or visit our website at www.cce.umn.edu/successfulmanager.

Register three or more people from the same organization for the same course and receive ten percent off the registration fee for each participant.

**Let Us Bring the Program to You!**
Let the College of Continuing Education bring the expertise of the U of M directly to your workplace, or we can use the Continuing Education and Conference Center, a dedicated learning environment conveniently located on the University’s St. Paul campus. We offer flexible training delivery options – delivery can be scheduled for days, evenings, weekends, or a combination. For more information, please contact us at 612-625-4207 or e-mail ccebusn@umn.edu.

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