



# Essentials of Business Leadership

## AUDIENCE

New or experienced managers who are seeking to enhance their leadership skills.

## Equip New Managers to Succeed

### Program Benefits

*Essentials of Business Leadership*, from BTS, helps individual contributors quickly and successfully transition to their new role as managers. This discovery-based program equips new managers with the tools, techniques, and mindset necessary to lead their direct reports to high performance. It helps participants understand the business context of their new role as well as how their leadership can impact the organization's bottom line.

After *Essentials of Business Leadership*, new managers (and experienced managers seeking to enhance their skills) are better able to:

- understand their role and its importance, and the expectations of others
- establish individual and team goals that align with the organization's strategy
- tailor coaching strategies to the communication styles of direct reports
- motivate individuals and teams to achieve goals with maximum productivity
- make effective business decisions while balancing competing needs and responsibilities
- analyze team and individual performance to provide feedback effectively
- delegate responsibility appropriately

### Program Description

*Essentials of Business Leadership* is a two-day program that transforms new managers into effective business leaders through a combination of engaging interactive activities that utilize map technology and a robust simulation experience. Prior to each of the four simulation rounds, participants receive key information in modules called "know-hows." They use this information in each subsequent simulation round.

### Introduction Know-How

In the Introduction Know-How on Day 1, participants assess their management skills by reflecting on their areas of success and opportunities for development. They begin working in table teams to explore the essentials of effective business leadership. Reflecting on the biggest misconception that individual performers have about their new role as a manager, participants consider the expectations of their organizations, teams, and customers. Participants gain an understanding of the dimensions of front-line management and the attributes of Level-5 leadership.

### Simulation Round 1

Once participants have gained more context around business leadership, teams are introduced to Round 1 of the interactive business simulation. Each table team takes on the role of "manager," coaching a virtual team and navigating through a series of management decisions. The simulation provides users with the opportunity to explore managerial issues, make decisions, and receive immediate feedback in a realistic, risk-free environment. During the debrief, teams learn about a balanced scorecard approach to decision-making. They review the profiles of each team member from the simulation, considering each one's strengths and developmental needs.

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## Round 1 Know-How

The simulation is followed by the Round 1 Know-How session. Participants examine and analyze various communication styles—their own and those of key players in the simulation—and think about the best ways to communicate with each style. Next, by exploring the two dimensions of Situational Coaching, teams enhance their understanding of how to delegate work effectively and when to employ directed or guided coaching behaviors. Last, they consider how to best coach a team member in the simulation and they create a tailored coaching strategy.

## Simulation Round 2

Teams experience greater complexity in Round 2 of the simulation. They face decisions about how to best coach their virtual team as it gains more responsibility in the scenario. During the debrief, participants determine how to coach their virtual team for the highest level of performance and translate these decisions into solutions for handling real-world performance issues.

## Round 2 Know-How

The Round 2 Know-How begins with a distinction between influence and control. Participants assess how they can best impact the areas that they directly control. Then they connect these concepts of influence and control to three critical influences that impact human behavior: expectations, feedback, and motivation. Teams collaborate to create strategies for providing effective feedback. They also assess the top motivating factors for their direct reports, the impacts of these factors, and strategies to deploy them.

## Simulation Round 3

In Round 3 of the simulation, teams must determine which coaching strategies will be most effective as their virtual team encounters increasing pressure to deliver results. Considering what they've learned in the simulations, tables debrief by discussing current on-the-job challenges.

## Round 3 Know-How

In the Round 3 Know-How, participants reflect on methods of decision-making, sharing their experiences and capturing ideas about when to use each method. They determine how they can make the shift from individual contributor to manager successfully. They rate themselves on delegation best practices, create strategies for improvement, and develop a plan to delegate to a virtual player in the simulation.

## Simulation Round 4

Participants experience the most complexity in Round 4 of the simulation. They complete their final responsibilities of managing the virtual team in the scenario and see the outcomes of their decisions. Reviewing the balanced scorecard from the simulation provides a powerful framework for reflection on key learning from their virtual leadership experience.

At the conclusion of Round 4, participants debrief the two-day session and discuss the new mindsets and behaviors they will bring back to their roles. They commit to an action plan using the AS MART goals and consider the impacts that achieving this plan will have for them, their team, and their organization.

## Implementation/Customization

*Essentials of Business Leadership* is a two-day program requiring one trained facilitator per three teams of six people each. Hardware requirements are either provided by the client or arranged through BTS.