



Management Training Institute

A yearlong program for organizations seeking to accelerate the development of their current and aspiring managers.

Since the pandemic, management training has become even more crucial for emerging leaders:

- Organizations are increasingly matrixed and more difficult to manage
- Employees have higher expectations for development and promotions
- People are working remotely, and teams are rarely together in person
- Managers feel disconnected from the organization and from one another, and are handling nearly impossible workloads
- It's harder than ever to retain talented staff

Yet people are now less willing to travel to attend weeklong trainings. The Management Training Institute provides the high-quality training managers expect in a flexible format. The entire program can be delivered virtually, or in person. However, most clients choose to use a combination of delivery methods.

WHAT'S INCLUDED

- *Twelve months* of training for a cohort of 16 current or aspiring managers
- *50 hours* of attendance at various training events, including two-hour virtual large- and small-group sessions; all-day, in-person Bootcamps; learning partner calls; and one-on-one meetings with the coach/trainer
- Modules on the *topics managers need most*, including how to be a coaching manager; dancing with difference; how to manage cross-functional (matrixed) teams; influencing colleagues, partners, and senior leaders; staying cool when things get hot; facilitating inclusive meetings; and aligning remote teams
- Numerous *opportunities to learn and practice* the survival skills successful managers use to ace difficult conversations, to de-escalate challenging meetings, and to give feedback quickly and confidently
- A *FIRO-B Team Workshop*, where participants explore how their leadership preferences can work for and against them as they manage individuals and teams
- *Peer-feedback Bootcamps*, in which teams of four apply what they've learned and watch themselves on video, which provides indisputable evidence of what's working and what needs to improve
- A 270-degree *Management Fundamentals Feedback Survey* of direct reports and peers who know the participant well enough to rate how well they demonstrate a suite of management competencies
- *Pre-work* for each session, and curated post-session reading and listening assignments



MULTIPLE STRATEGIES TO STRENGTHEN MANAGERS

The Institute goes beyond conventional methods (presentations, discussions, and tests) to take advantage of how adults actually learn and change, by:

- Giving participants time to absorb, practice, and reinforce the learning over 12 months, using digestible modules that build cumulatively
- Applying the learning to real work situations in small-group peer clinics
- Using video-based peer feedback to break bad habits and build better ones
- Providing multi-rater survey feedback that maps directly into the curriculum
- Sharing progress on action learning assignments with learning partners between sessions
- Having participants share development plans with their managers, and discuss how to continue to support their learning after graduation
- Using virtual collaboration tools to make online sessions interactive and engaging

- *Better communicators:* Some managers try to avoid challenging conversations altogether, some resort to scolding and lecturing, and others wait until they're fed up and lose their cool. The Boot-camps are the capstone of the program, catalyzing permanent improvements to ineffective (and often damaging) communication defaults.



The magic of the training is the magic of Deb. As a facilitator, she's forthright and skilled at keeping groups on task. But perhaps her greatest strength is really seeing through to the person trying to be a better manager. Deb works with her participants as individuals, not as interchangeable widgets.

JUANITA CONSTIBLE

*Senior Climate and Health Advocate,
NRDC*

AN INVESTMENT IN THE FUTURE

Investing in the development of your managers yields a number of lasting results:

- *Better managers:* The graduates of this program manage higher-performing teams that deliver ambitious results and increased impact. They are better at inspiring and retaining their staff, giving feedback and quickly addressing performance issues, managing complexity and diversity, and being strategic and inclusive.
- *Retention of high performers:* This investment sends your leaders a clear signal that you recognize their potential and are willing to invest in them.
- *Positive role models for future leaders:* The impact of this program persists through multiple generations of your managers.





I have learned so much from Deb on how to be an engaged leader who can empower staff, support their professional growth, and set clear expectations for my own and their performance. She has taught me how to communicate with clarity, to engage rather than dictate, and to lead with confidence instead of fear. Thanks to Deb's training and coaching, I and my team are among the most satisfied and highest performers in my organization.

JOHN MOORE

Director of the Sustainable FERC Project

FORGING A STRONGER TEAM

We train managers from the same organization, strengthening their connection to the organization's mission and culture, and to one another.

Meeting together in large and small groups over 12 months builds the cohort's identity as a team and their trust in one another, breaks through silos, and makes it easier to collaborate and to solve problems cross-functionally. Graduates say that the Institute is as much a team-building program as a training one.

DETERMINING WHO IS READY

The Management Training Institute is appropriate for first-level supervisors, middle managers, and upper-level leaders. Ideal candidates are doing well (the training is not designed to "fix" under-performing managers), and aspire to grow into higher levels of leadership.

Employees with no direct reports, but who are on track to become managers, can also attend, as long as they have led teams of people on projects, committees, initiatives, etc.

For the best ROI, a cohort of 16 managers is optimal. Cohorts of 12 or eight are also welcome.

PROGRAM EXTENSION

After graduation, clients often extend the program with 90-minute, virtual lunch-and-learn sessions offered every month or two. Topics are selected by the graduates to complement the training, to delve into one or more of the modules more deeply, or to do some group problem solving.

Popular topics include:

- Goal setting and planning
- How to have fewer, better meetings
- Remote management
- Managing conflict
- How to be a manager and still have a life
- Career development for direct reports
- Prioritizing and saying "no"
- Hiring and interviewing
- Planning in a VUCA world
- Stress management, wellness, and resilience





About the Trainer

Debra Howard founded her consulting business in 1991. She specializes in executive coaching, management development, and action-packed training for improving team and individual performance. After coaching leaders for more than 25 years and seeing how little improvement they made after attending extensive (and often expensive) public management training programs, she decided to launch her own in 2016, and has been delivering it ever since. A substantive and spirited presenter, and a skilled facilitator, Deb enjoys sharing her extensive knowledge about management, leadership, and organizational effectiveness. She is known for a no-nonsense approach to training that focuses on permanent improvement and change.

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