**MANAGEMENT DEVELOPMENT CORE CURRICULUM MAP: *Level One***

The Management Development Program develops leadership capabilities through four methods: readings, assessment and reflection, in-class learning, on-line learning, and through coaching and feedback. Each element is linked to targeted action learning components.

ASSESSMENT & DEVELOPMENT PLANNING

***ACTION LEARNING &***

***COACHING & FEEDBACK***

***COACHING & FEEDBACK***

* Regular development meetings with Manager\*/Business Partner/ Mentor to discuss Current Performance & Developmental Assignments.
* L&D to provide supporting tools & frameworks

**LAUNCH & ASSESSMENT**

* Program Launch
* Identify and assess strengths & development needs. Discuss results with Manager\* & HR Business Partner.
* Craft Personal Development Plan & KPIs

***KEY ASSIGNMENTS***

Critical developmental assignments identified with Manager/Business Partner/Mentor

**TALENT REVIEWS**

* HR Business Partners team with managers for Talent Reviews.
* Program participants selected & notified.
* Participants provided with Key Readings

*During the in-class programs, participants acquire in-depth knowledge and practice skills* in managing performance, effective team leadership and building organizational capabilities. Participants augment the program with selected Harvard Manage Mentor programs.

MANAGEMENT DEVELOPMENT SERIES (In-Class, 2 day program)

***Manager 3***

***(2 DAY)***

* Team Dynamics (MBTI) 2
* Intro to Critical Thinking
* Understanding Systems
* Synergistic Strategies
* Prod. & Prioritization
* Action Planning

*ASSESSMENT: Critical Thinking*

**Manager 1**

**(2 DAY)**

* High Performing Managers
* Situational Leadership
* Exceptional Execution
* Coaching & Feedback
* Action Planning

*ASSESSMENT: Situational Leadership*

***Manager 2***

***(2 DAY)***

* Team Dynamics (MBTI)
* Powerful Communication
* Developing Talent
* Difficult Coaching Conv.
* Managing Change
* Action Planning

*ASSESSMENT: MBTI*

***COACHING & FEEDBACK***

* Program Participants apply action plans developed in class.
* Manager\*/Business Partner/ Mentor to discuss Class Action Plans with participant.
* L&D to provide supporting tools & frameworks

LEADERSHIP DEVELOPMENT SERIES (In-Class)

**Manager 4**

**(1 DAY)**

* Conflict Choices
* Kilmann Instrument
* Eldred Power Strategies
* Conflict Conversations
* Negotiation Strategies
* Action Planning

*ASSESSMENT: CDI*

**Cross- Boundary Leadership**

**(1 Day Program)**

* Influence
* Influence Tactics & Skills
* Working Cross Functionally
* Action Planning

*ASSESSMENT: Influence Skills*

***Leading in a Global Environment***

***(2 Day Program)***

* Leading Globally
* Cultural Awareness
* Cultural Differences
* Working with Global Teams
* Action Planning

*ASSESSMENT: Global Leadership*

*Webex/Virtual training provide deep dives into a single critical topic through technology enabled learning.*

WEBEX /VIRTUAL TRAINING

*At level 3 of the program*, s civic servants and global citizens, students become capable of making morally centered, ethical decisions compatible with their own values, the organization’s expectations and the needs of the society-at-large. They are also able to develop diverse and inclusive environments for the benefit of their organizations and

**POST ASSESSMENT**

* Post-program Assessment
* Development Next Steps
* Program Evaluation

\* Managers receive training on how to leverage the participants’ learning and development in the Director 1 program

**Financial Management**

* Finance Basics
* Connections & Consequences

**Leading Virtual Teams**

* Engaging Virtually
* Cultural Awareness

**Career Development**

* High Impact Development Plans
* Managing My Career

**Managing the Generations**

* Myths & Facts
* Tips & Techniques