

CoachingOurselves: 90-minute topics

Foundations of Management		Leadership	Driving Change	Innovating	Higher Purposes	Strengthening Teams
Accountability: It's a Tricky World Learn methods for improving accountability and gain insight into the challenges which inevitably surround accountabilities. <small>FL, MM, IC</small>	Silos and Slabs in Organizations Explore two characteristics of organizational formal structures, silos and slabs, the challenges they present to managing and learn how you can better interweave them—individually and in collaboration. <small>MM, SM</small>	Building Resilience: Taking CARE of Ourselves and Others through Crisis and Beyond Explore how effective CARE of self is a critical leadership skill that provides a foundation to help yourself and others through any crisis. <small>FL, MM, SM, IC</small>	Being a Catalytic Leader Learn how catalytic leaders spark change in situations where they may not have authority over various groups. <small>FL, MM, IC</small>	Developing Brand Leadership for Every Manager Discover a holistic approach to branding in which all organizational activities are aligned, interdependent, and integrated. <small>SM</small>	A Culture of Openness: The 21st Century Workplace Explore six innovative management practices that contribute to a culture of openness. <small>MM, SM</small>	Candid Conversations Learn techniques to enable candid conversations for increased organizational effectiveness and productivity. <small>FL, MM, SM, IC</small>
Analyzing Employee Performance Identify possible reasons for performance gaps by following a process for analyzing employee performance. <small>FL, MM</small>	Simply Managing: From Reflection to Action Examine five mindsets that underlie the practice of managing and learn how you can better interweave them—individually and in collaboration. <small>FL, MM, SM</small>	A Leader's Health Action Plan Increase your energy levels, better meet your work demands, and promote a healthy lifestyle by incorporating simple health tools into your busy workday <small>FL, MM, SM, IC</small>	Changing Things: What and How Explore frameworks of "change what?" and "change how?" in order to better do so within your scope of responsibility. <small>FL, MM, IC</small>	Igniting Momentum with Customer Insights Discuss four ways to investigate customer needs and learn how to apply the resulting insights to your organization. <small>MM, SM</small>	Opening up the Moral Senses Discuss the most important moral issues facing your organization today. <small>MM</small>	Five Ideas About Teamwork Improve the functioning of teams you are on by reviewing some of the fundamental challenges of teams such as size, structure, and virtual teams. <small>FL, MM, IC</small>
Control Through Decision Making Explore as a group how you can be more effective in your decision making and controlling. <small>MM, SM</small>	Some Surprising Things about Collaboration Understand what contributes to effective collaborative relationships to enhance them within and beyond your organization. <small>FL, MM, SM</small>	Developing Your People: the 70:20:10 Framework Consider how the 70:20:10 framework can change your organization's L&D practices to create a more resilient workforce and a culture of continuous learning. <small>MM, SM</small>	Crafting Strategy Apply Mintzberg's groundbreaking theory of emergent strategy to your department and/or organization. <small>SM</small>	Smart Investments in Talent Determine where an investment in talent will yield the highest return by focusing on your organization's pivotal jobs and tasks. <small>MM, SM</small>	Building Purpose in Life and Work Explore your own personal purpose while discussing how you can better support your colleagues. <small>FL, MM, SM, IC</small>	High Performing Teams Examine your team and compare it to characteristics of exemplary high performing teams. <small>FL, IC</small>
Dealing with the Pressures of Managing Appreciate the inherent characteristics of managerial work (the hectic pace, the fragmented work, etc.) and consider how best to deal with them. <small>FL, MM</small>	Strategic Thinking as Seeing Expand your capacity to "see" strategic issues and work as a group to address some of your organizational concerns. <small>MM, SM</small>	FeedFORWARD Instead of Feedback Practice FeedFORWARD, a dynamic technique designed by Marshall Goldsmith, to positively impact morale and increase productivity. <small>FL, MM, SM</small>	Impact Presentations and Friendly Support Effect a change in your organization or greater community and receive the insights and support of your CoachingOurselves peers <small>MM, SM</small>	Stimulating the Entrepreneurial Imagination Develop paradigm-shifting strategies to innovate new value-adding products/services/practices within your organization. <small>FL, MM, SM, IC</small>	Career Anchors Promote honest discussions about career goals and motives to better align individual and organizational aspirations. <small>FL, MM, IC</small>	Management Styles: Art, Craft, Science Consider your managerial style: how do you see it vs. how do your colleagues see it? How can you adjust to better balance yourself and your team? <small>FL</small>
Dealing with Delegation Explore the three most common reasons for delegation problems and reflect on where you can improve. <small>FL, MM</small>	The Key to the Agile Organization: Managing Paradox Organizational agility represents a paradox of sorts — the need to be both flexible and stable at the same time. Reflect on your own workplace within this framework. <small>FL, MM, SM, IC</small>	Influencing Others: Leading Through Trust Explore some classic managerial pitfalls in regard to influencing others and reflect on how to increase trust. <small>FL, MM, SM</small>	Strategic Blindspots Increase your awareness of the strategic blindspots prominent in your organization and how to move beyond them. <small>MM, SM</small>	Flash CoDev: Accelerating Goal Achievement and Consolidating Competencies Resolve complex organizational problems with this innovative approach inspired by action learning and co-creativity. <small>FL, MM, SM, IC</small>	Climate Leadership Now! Learn simple, practical climate solutions for your work context, especially the ones that have a high impact on reducing global warming. <small>FL, MM, IC</small>	Managing Conflict in Teams Learn to value conflict as a creative resource and explore skills for successful conflict management. <small>FL, IC</small>
Decision Making: It's Not What You Think Get beyond "thinking first" in decision making to "seeing first" and "doing first" in order to approach some key organizational decisions differently. <small>FL, MM, IC</small>	The Play of Analysis Recognize situations where you overdo analysis ("paralysis by analysis") or underdo it ("extinction by instinct"), and think about how to get the balance right. <small>MM, SM</small>	Leading Change in Difficult Times Inspire and guide organizations through challenging times, maintaining productivity and performance by focusing on these simple yet powerful methods <small>MM</small>	SWOT for Strategy Bring a strategic situation into sharper focus by using a SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats. <small>FL, MM</small>	Knowledge Sharing for Innovation: The Wiki Way Appreciate informal ways in which knowledge is shared in your organization how they could be enhanced by certain policies and practices. <small>MM</small>	Developing Our Organization as a Community Recognize how organizations develop as a communities and come up with ways to do so in your own organization so anyone and everyone can exercise initiative. <small>SM</small>	Managing Time and Energy Decide how to better manage your time, individually and as a team, and learn how to work with your natural rhythms to maximize creativity and productivity. <small>FL, IC</small>
In Praise of Middle Management Become aware of the valuable roles middle-level managers play in organizations especially related to managing change, and reflect upon yourselves in these roles. <small>FL, MM</small>	Engaging People	Leading with Humility Learn how humility provides the foundation for an organization where employees can speak out about what is really going on in the face of complex, multi-faceted problems. <small>FL, MM, SM</small>	Ten Ways to Release Change Appreciate the nature of change and learn new ways to release change to quickly and easily achieve your goals. <small>MM</small>	Thinking Entrepreneurially to Grow Your Business Uncover new opportunities through discussing a variety of entrepreneurial techniques. <small>FL, MM</small>	One Planet Business: Sustainable Organizations Make a preliminary sustainability assessment of your organization to advance its transformation into a sustainable organization that contributes to people and planet. <small>SM, IC</small>	Virtual Teams: The Good, the Bad, and the Ugly Understand the potential pitfalls that plague virtual teams and develop strategies to enhance your ability to lead and work together in virtual teams. <small>FL, MM, IC</small>
Introducing Strategy through Robin Hood Learn the basics of strategy by reviewing the strategies of Robin Hood in light of your organization's strategies. <small>MM, SM</small>	Coaching and Mentoring Others Identify key coaching and mentoring skills to become an effective agent of change in your organization. <small>FL, MM, IC</small>	Managing on Tightropes: The Inescapable Conundrums of Managing Explore the conundrums, paradoxes, and predicaments at the heart of managing and share ways to face these in order to be more effective. <small>FL, MM, SM</small>	Two Models of Change Consider and perhaps combine the models "7 Universal Principles for Making Change Happen" (Beer) and the "6-Step Critical Path to Change" (Ulrich) to more effectively manage change. <small>FL, MM</small>	Lenses for Leadership Insights Shift your perspective and gain insights on current issues in your organization by reading three brief stories that act as "lenses" to refocus issues. <small>FL</small>	Beyond Bickering Discover the root causes of incivilities that contribute to low morale, decreased productivity, and staff turnover to develop collective solutions. <small>FL, MM, SM, IC</small>	Visionary Management: The Art of Seeing Instead of analyzing, integrate your differing perspectives through pictures and visual symbols to experience firsthand another mode of decision-making. <small>MM, SM</small>
IT Does Have an Off Button Evaluate the impact of different technologies on your managing and generate some ideas for taking command of them. <small>FL, MM, IC</small>	Engagement: Beyond Buy-In Explore the key dynamics underlying highly engaged organizations that allow them to be supple and responsive to shifts in their external and internal environments. <small>FL, MM, SM</small>	Managing to Lead Determine factors contributing to effective leadership to balance your personal leadership style and clarify how you can contribute to a well-led organization. <small>FL, IC</small>	Awareness-Based Systems Change: Planting the Seeds for Change Learn to attend to the deeper layer of thinking, conversing, and organizing beneath the visible interactions and organizational results in order to shape these subtle forces. <small>FL, MM, SM</small>	Fortifying Culture	Beyond Bullying Learn about bullying dynamics around the misuse of power within organizations to build and sustain better personal and organizational outcomes. <small>FL, MM, IC</small>	Working Style Differences and Team Problem Solving Better understand your own working style and how to leverage its strengths for effective teamwork. <small>FL, MM, IC</small>
Management Competency Raising Deepen your understanding of management competencies and share alternate ways of practicing the key organizational competencies. <small>FL</small>	From Listening to Coaching Challenge your concept of what it is to coach someone by practicing active listening and open-ended questioning. <small>FL, MM, SM</small>	Ordinary People, Extraordinary Leadership Reclaim your leadership skills by reflecting collectively on your most profound personal perspectives and wisdom. <small>FL, MM</small>	Emotional Intelligence: Your Inner and Outer Self Understand how your ability to manage emotions, both your own and those of others—can play a critical role in determining your happiness and success at work. <small>FL, MM, IC</small>	Appreciating Appreciative Inquiry Enable positive organizational change and innovation through Cooperrider's pioneering, strength-based Appreciative Inquiry (AI) process. <small>MM, SM</small>	Gender Inclusive Leadership Encourage practical actions that will help you develop and shape your organizational culture into one that is more welcoming and inclusive. <small>FL, MM, SM, IC</small>	
Managing on the Edges Consider managerial roles in relation to other components of the organization and the outside world, with a focus on "buffering". <small>FL, MM</small>	Friendly Consulting Receive feedback, insight, and advice from colleagues and peers through the structured process of Friendly Consulting. <small>FL, MM, SM, IC</small>	Political Games in Organizations Appreciate when and how the various types of political games can positively advance your organization's goals. <small>FL, MM</small>	Foresight Develop attentional strategies that cultivate an awareness of the unseen, the obscure, and the overlooked. <small>FL, MM</small>	Managing Culture Change: Beyond the Status Quo Use a "force-field analysis" to understand how to strengthen the organizational forces that are already working toward the changes you want to achieve. <small>SM</small>	Global or Worldly?: Diversity in the 21st Century Explore how being global implies homogeneity, while being worldly suggests exploring the diversity of worldviews in other departments, organizations, and cultures. <small>MM</small>	
Managing on the Planes of Information, People, and Action Reflect on your own approach to managing through Mintzberg's model of managing, which happens on three planes: through information, with people, and to direct action. <small>FL, MM, SM, IC</small>	Hope at Work Appreciate how the capacities to be hopeful and to generate hope in others are important leadership skills. <small>FL, MM, SM</small>	Practical Tips for Leading Meetings that Matter Learn practices to keep groups whole, open, and task focused to enhance meetings within your organization. <small>FL, IC</small>	Rebalancing Society: Starting Now! Learn what you can do to promote constructive practices in your work, community, and government in order to restore balance to society. <small>FL, MM, SM, IC</small>	Probing Into Culture Probe successively more in depth into the three aspects of organizational culture in order to better understand the culture of your own organization. <small>MM</small>	Harnessing Women's Vision and Leadership Strengths Understand how to better recognize and incorporate women's vision in your organization. <small>MM, IC</small>	
Negotiating Styles Gain insight into five negotiation styles and identify how to adapt your own style to enhance performance. <small>FL, MM, IC</small>	The Rewards of Recognition Appreciate the importance of recognition on organizational performance and explore how to implement recognition with sufficient frequency and effectiveness. <small>FL, MM</small>	Talent Management Diagnose and clarify your own talent "mindset" to get the most out of the talent in your unit/organization. <small>FL, MM, SM</small>	Reflection Appreciate the importance of collective and individual reflection in managerial work in order to more effectively combine managerial reflection and action. <small>FL, MM, SM, IC</small>	The Players of Cultural Change Recognize the range of different behavior patterns that emerge once a culture change has been launched and how you can work with them to ensure sustained change. <small>FL, IC</small>	Realizing the Power of Difference: Thinking Differently about Diversity Reframe diversity as a talent strategy to achieve your team/department/organisation's strategic goals. <small>FL, MM, SM</small>	
From Top Performer to Manager Reflect on how the skills required to be a top performer are different from those needed to be an effective manager. <small>MM, SM</small>	Time to Dialogue Practice a more creative and collaborative mode of communication that increases your ability to address complex organizational issues. <small>FL, MM, SM, IC</small>	Understanding Stakeholders Uncover how you and your colleagues perceive different stakeholders with the goal of creating stakeholder relationships that support and sustain organizational performance. <small>SM</small>	Seeing Beyond Belief: Observation Skills for Managers Understand how you observe the world and interpret events impacts the way you manage and your effectiveness. <small>FL, MM</small>	Understanding Your Organizational Culture Understand how an awareness of culture can make a big difference to how you perceive management problems and to how you act on these problems. <small>MM, SM</small>		
Understanding Organizations Consider Mintzberg's model of organizations as chains, hubs, webs, and/or sets to appreciate how varied managing can be within these different forms. <small>MM, SM</small>	The Art of Helping Explore the dynamics of helping in order to contribute to a climate of mutual help so your organization can flourish. <small>FL, MM, SM, IC</small>					

IC

for Individual Contributor/Team Members

FL

for First-Line Managers

MM

for Middle Managers

SM

for Senior Managers