

## Foundations of Management

- 1. Accountability: It's a Tricky World** FL, MM  
Learn methods for improving accountability and gain insight into the challenges which inevitably surround accountabilities.
- 2. Analyzing Employee Performance** FL, MM  
Identify possible reasons for performance gaps by following a process for analyzing employee performance.
- 3. Chains, Hubs, Webs, and Sets** MM, SM  
Consider Mintzberg's model of organizations as chains, hubs, webs, and/or sets to appreciate how varied managing can be within these different forms.
- 4. Control Through Decision Making** MM, SM  
Explore as a group how you can be more effective in your decision making and controlling.
- 5. Dealing with the Pressures of Managing** FL, MM, NP  
Appreciate the inherent characteristics of managerial work (the hectic pace, the fragmented work, etc.) as outlined by Mintzberg and consider how best to deal with these challenges.
- 6. Decision Making: It's Not What You Think** FL, MM, NP  
Mintzberg asks you to contrast "thinking first" with "seeing first" and "doing first" as approaches to decision making in order to approach some key organizational decisions differently.
- 7. Developing Your People: the 70:20:10 Framework** FL, MM, SM  
Consider how the 70:20:10 framework can change your organization's learning and development practices to create a more resilient workforce and a culture of continuous learning.
- 8. In Praise of Middle Management** FL, MM  
Become aware of the valuable roles middle-level managers play in organizations especially related to managing change, and reflect upon yourselves in these roles.
- 9. Introducing Strategy through Robin Hood** MM, SM  
Learn the basics of strategy by reviewing the strategies of Robin Hood in light of your organization's strategies.
- 10. IT Does Have an Off Button** FL, MM  
Evaluate the impact of different technologies on your managing and generate some ideas for taking command of them.
- 11. Management Competency Raising** FL  
Deepen your understanding of management competencies and share alternate ways of practicing the key organizational competencies.
- 12. Managing on the Edges** FL, MM  
Consider managerial roles in relation to other components of the organization and the outside world, with a concentration on "buffering": how to balance the outside forces coming into your unit.
- 13. Negotiating Styles** MM  
Gain insight into five negotiation styles and identify how to adapt your own styles to enhance performance.
- 14. Silos and Slabs in Organizations** MM, SM  
Explore two characteristics of organizational formal structures, silos and slabs, the challenges they present to managing, and ways to manage across and beyond them.

- 15. Simply Managing: From Reflection to Action** FL, MM, SM  
Examine the five mindsets that underlie the practice of managing and learn how you can weave these together to become a more effective manager—individually and in collaboration.
- 16. Some Surprising Things about Collaboration** FL, MM, SM, NP  
Understand what contributes to effective collaborative relationships to enhance them within and beyond your organization.
- 17. Strategic Thinking as Seeing** MM, SM  
Enhance your capacity to "see" strategic issues and work as a group to address some of your organizational concerns.
- 18. The Play of Analysis** FL, NP  
Recognize situations where you overdo analysis ("paralysis by analysis") or underdo it ("extinction by instinct"), and think about how to get the balance right.
- 19. Time to Dialogue** FL, MM, NP  
Practice a more creative and collaborative mode of communication that increases your capacity to address complex organizational issues.
- 20. Understanding Organizations** SM  
Learn the strengths, weaknesses, and implications of Mintzberg's four common forms of organizations and discover how your organization fits into the framework.

## Engaging People

- 21. Coaching Others** FL, MM  
Clarify the role of coaching and key coaching skills to become an effective agent of change.
- 22. Engagement: Beyond Buy-In** FL, MM, SM  
Explore the key dynamics underlying highly engaged organizations that allow them to be supple and responsive to shifts in their external and internal environments.
- 23. Innovate Using Generative Relationships** FL, MM  
Apply the STAR model to improve existing generative relationships, which bring innovative solutions to complex issues, and develop new ones.
- 24. Managing on Tightropes: The Inescapable Conundrums of Managing** FL, MM, SM  
Managing is full of conundrums, paradoxes or predicaments. Explore a few of the conundrums at the heart of managing and share ways to face these in order to be more effective in your managing.
- 25. Models of Engagement: Employee-Employer Relations** FL  
Assess the realities of the various models of employer-employee engagement in regards to your own organization and how you might nurture change.
- 26. Turning the Tables: Unusual Seating for Creative Problem Solving** FL, MM  
Foster open discussion and creative learning by experiencing firsthand how seating configurations at meetings can greatly enhance effectiveness.

## Leadership

- 27. A Leader's Health Action Plan** FL, MM, SM, NP  
Increase your energy levels, better meet your work demands, and promote a healthy lifestyle by incorporating simple health tools into your busy workday
- 28. Being a Catalytic Leader** FL, MM  
Embrace a catalytic leadership paradigm, where leaders at any level of the organization facilitate and mediate agreements around tough issues, and think systematically and strategically for long-term impact.
- 29. FeedFORWARD Instead of Feedback** FL, MM, NP  
Practice a dynamic technique called FeedFORWARD designed by Marshall Goldsmith to positively impact morale and increase productivity.
- 30. From Top Performer to Manager** FL  
Reflect on how the skills required to be a top performer are different from those needed to be an effective manager. Share how you can better help individuals prepare for their role as manager.
- 31. Leading Change in Difficult Times** SM  
Inspire and guide organizations through challenging times, maintaining productivity and performance by focusing on these simple yet powerful methods
- 32. Leading with Humility** FL, MM, SM  
Learn how "leading with 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.
- 33. Lenses for Leadership Insights** MM  
Shift your perspective and gain insights on current issues in your organization by reading three brief stories that act as "lenses" to refocus managerial issues.
- 34. Lessons from Machiavelli and Lao-Tzu** FL  
Extract valuable lessons regarding power and empowerment from two extreme models—autocratic, top down leadership and a more participatory, empowering leadership style.
- 35. Managing Metaphors** FL  
Create and discuss effective metaphors that inspire new approaches to managing and spur action.
- 36. Managing on the Planes of Information, People, and Action** FL, MM  
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.
- 37. Managing to Lead** FL, NP  
Determine factors contributing to effective leadership to balance your personal leadership style and clarify how you can contribute to a well-led organization.
- 38. Ordinary People, Extraordinary Leadership** FL, MM  
Reclaim your leadership skills by reflecting collectively on your most profound personal perspectives, imagination and wisdom.
- 39. Political Games in Organizations** FL, MM  
Appreciate when and how the various types of political games can positively advance your organization's goals.
- 40. Practical Tips for Leading Meetings that Matter** FL  
Learn practices to keep groups whole, open, and task-focused to enhance meetings within your organization.

## Strengthening Teams

- 41. Candid Conversations** FL, MM, SM  
People have to be willing to speak up if a process is not working, if a manager isn't giving clear directions, or if politics are undermining productivity. Learn techniques to enable candid conversations.
- 42. Five Ideas About Teamwork** FL, MM  
Improve the functioning of teams you are on by reviewing some of the fundamental challenges of teams such as size, structure, and virtual teams.
- 43. Friendly Consulting** FL, MM, SM  
Friendly Consulting provides a structured, responsive, and supportive environment to get feedback, insight, and advice from colleagues and peers.
- 44. High Performing Teams** FL  
Examine your team and compare it to characteristics of exemplary high performing teams.
- 45. Management Styles: Art, Craft, Science** FL  
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?
- 46. Managing Conflict in Teams** FL  
Learn to value conflict as a creative resource and explore skills for successful conflict management.
- 47. Managing Time and Energy** FL, NP  
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.
- 48. Talent Management** FL, MM, SM, NP  
Diagnose and clarify your own talent "mindset" to get the most out of the talent in your unit/organization.
- 49. The Rewards of Recognition** FL  
Appreciate the importance of recognition on organizational performance and explore how to implement recognition with sufficient frequency and effectiveness.
- 50. Virtual Teams: The Good, the Bad, and the Ugly** FL, MM  
Understand the potential pitfalls that plague virtual teams and develop strategies to enhance your ability to lead and work in virtual teams.
- 51. Visionary Management: The Art of Seeing** MM, SM  
Instead of relying only on analysis, integrate your differing perspectives through pictures and visual symbols to "see" the bigger picture and experience first-hand another mode of decision-making.
- 52. Working Style Differences and Team Problem Solving** FL, MM, SM  
Learn about four common working styles to better understand your own working style and how to leverage its strengths for effective teamwork.

## Innovating

- 53. Developing Brand Leadership for Every Manager** SM  
Discover a holistic approach to branding in which all organizational activities are aligned, interdependent, and integrated.
- 54. Igniting Momentum with Customer Insights** MM, SM  
Discuss four ways to systematically investigate your customer's needs and learn how you can apply these insights to your organization and the potential barriers to success.
- 55. Smart Investments in Talent** MM, SM  
Determine where an investment in talent will yield the highest return by focusing on your organization's pivotal jobs and tasks.
- 56. Stimulating the Entrepreneurial Imagination** FL, MM, SM  
Develop paradigm-shifting strategies to innovate new value-adding products/services/practices within your organization.
- 57. Thinking Entrepreneurially to Grow Your Business** FL, MM  
Uncover new opportunities and help influence the success of your organization through a variety of entrepreneurial techniques.
- 58. Introducing Culture in Organizations** MM, SM  
Increase your awareness of organizational culture to enhance how you perceive management issues and how you can more effectively act on them.
- 59. Knowledge Sharing for Innovation: The Wiki Way** MM  
Explore informal ways in which knowledge is shared in your organization and ask yourselves if they could be enhanced by certain policies and practices for transformative change.
- 60. Managing Culture Change: Beyond the Status Quo** SM  
Use a "force-field analysis" to clarify the forces holding your organization at status quo. Learn how you can decrease these forces and strengthen those working toward the changes you want to achieve.
- 61. Models of Human Behavior** FL, MM  
Understand important models of human behavior and explore what affects the prevalence of one model has on your organization.
- 62. Probing Into Culture** MM  
Probe into Schein's three levels of organizational culture to better understand the culture of your own organization and more effectively promote positive change.
- 63. The Players of Cultural Change** FL  
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.
- 64. The Power of Social Learning** MM  
Appreciate how social learning, especially in small groups, provides a powerful tool to nurture innovation and productivity within your organization.

## Driving Change

- 65. Changing Things: What and How** FL  
Explore frameworks of "change what?" and "change how?" in order to better do so within your scope of responsibility.
- 66. Crafting Strategy** SM, NP  
Apply Mintzberg's groundbreaking theory of emergent strategy to your department and/or organization.
- 68. Strategic Blindspots** MM, SM  
Increase your awareness of the strategic blindspots most prominent in your organization and discuss how you can move beyond them.
- 67. SWOT for Strategy** FL, MM  
Bring a strategic situation into sharper focus by using a SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats.
- 69. Ten Ways to Release Change and Ten More Ways to Release Change** MM  
Appreciate the nature of change and learn new ways to release change to quickly and easily achieve your goals at no added cost.
- 70. Two Models of Change** SM  
Consider and perhaps combine the change models "7 Universal Principles for Making Change Happen" (Beer) and the "6-Step Critical Path to Change" (Ulrich) to more effectively manage change in your organization.
- 71. Beyond Bickering** FL, MM, SM  
Discover the root causes of incivilities that contribute to low morale, decreased productivity, and staff turnover to develop collective solutions.
- 72. Beyond Bullying** FL, MM, NP  
Learn about bullying and dynamics around the misuse of power within organizations to build and sustain better personal and organizational outcomes.
- 73. Gender Inclusive Leadership** FL, MM, SM, NP  
Encourage practical actions that will help you develop and shape your organizational culture into one that is more welcoming and inclusive.
- 74. Global or Worldly?: Diversity in the 21st Century** MM  
Strike a balance between being global, implying homogeneity, and being worldly, which involves exploring diversity in other cultures, organizations, or even just departments, to broaden your worldview.
- 75. Opening up the Moral Senses** MM  
Discuss the pressing moral issues facing your organization and learn how moral concerns can become more open and active within your organization.

## Higher Purposes

- 76. Appreciating Appreciative Inquiry** MM, SM  
Enable positive organizational change and innovation through Cooperrider's pioneering, strength-based Appreciative Inquiry (AI) process.
- 77. Building Purpose in Life and Work** FL, MM, SM, NP  
Explore your own personal purpose while discussing how you can create a more purpose-driven organization.
- 78. Career Anchors** FL, MM, NP  
Promote honest, transparent discussions about career goals and motives, enabling your organization to better align individual and organizational aspirations.
- 79. Creating a Culture of Openness: Rethinking the 21st Century Workplace** MM, SM  
Learn six of Ricardo Semler's unconventional management practices that have attracted attention worldwide.
- 80. Developing Our Organization as a Community** SM  
Appreciate how an organization can develop as a community and come up with ways to do so in your own organization.
- 81. Understanding Stakeholders** SM  
Uncover how you and your colleagues perceive different stakeholders with the goal of creating stakeholder relationships that support and sustain organizational performance.

## Diversity & Inclusion

## Wisdom: Beyond Knowledge

- 82. Emotional Intelligence: Your Inner and Outer Self** FL, MM  
Reflect on how well you know yourself, consider how you relate to others at work, and determine how you can support others in increasing their emotional intelligence.
- 83. Foresight** FL, MM, NP  
Develop attentional strategies in your daily managing that cultivate an awareness of the unseen, the obscure, and the overlooked.
- 84. Influencing Others: Leading Through Trust** FL, MM, SM  
Explore some classic managerial pitfalls in regard to influencing others and reflect on how to increase trust.
- 85. Reflection** FL, MM, SM, NP  
Appreciate the importance of collective and individual reflection in managerial work and find ways to more effectively combine managerial reflection and action.
- 86. Seeing Beyond Belief: Observation Skills for Managers** FL  
Understand how you observe the world and interpret events impacts the way you manage and your effectiveness.

FL	for front-line employees
MM	for Middle Managers
SM	for Senior Managers
NP	topic available in a Not-For-Profit version

CoachingOurselves topics are available in 8 languages.