

Manage to Lead: Seven Truths to Help You Change the World Immersion Program Curriculum Overview

Phase	Get Ready				Go			Guide			
Truth	A business exists to solve a problem for a customer				It takes a team	Context matters	It pays to pay attention	No leader succeeds alone	Growth is good.	Executive Session	It's okay to be who you really are
Action Session	1 Get Loose	2 Get Clear about whose problem you solve, how, and how well		3 Get Aligned	4 Plan Change	5 Do & Review		6 Get Help	7 Grow	8 Get Advice	9 Focus
Detail	Turn off autopilot and break through boundaries to find new solutions to everyday problems.	Know WHOse problem you solve with WHAT and WHY they pay you for it.	How you DO what you do, create demand for (SELL) what you do, and GROW	How Well do you do compared to how well you used to do, how you said you would do, and how others like you do?	Decide what kind of leader to be and collect a core group of followers	Decide what must change, why, and how.	Take action. Review what happens.	Build a board, get a coach, join a peer group.	Grow to increase value, impact, and opportunity	Prepare, present, get input	Act intentionally, persist variously
Define	Strategy	Organization	System	Metrics	Leader	Change	Plan	Help	Maturity	Review	
Question Addressed	Are you ready to learn new things?	What Game are you playing?	How do you play it?	How Well do you play it?	What kind of leader do you need to be?	What's most important to change next?	What were you trying to do? What did you do? What happened? Why did it happen? What do you learn from that? What do you plan to do next?	What do you need to know?	How operationally mature is our organization?	What to share to get input.	On what do we count on from you?
Key Points	Ideas get conceived, designed, implemented, and into operation as they go from Idea to-Benefit	It takes time and effort to work out a good, better, or best WWW; and it is doable and worth doing.	Every organization does what it does (DO), creates demand for what it does (SELL), and GROWS. Each of DO, SELL, and GROW is a system. One of the three most constrains performance and growth. Look for ways to revolutionize processes someone else will.	Financials tell a story. There are five basic operating models. Each operating model has associated competencies, metrics, and financials. Models that deviate from the five should be clear as to why. Simpler models are easier to scale.	A leader sets direction, aligns resources, and motivates action. To assert a vision is to lead. Choose how to lead based on mission, resources, and preferences.	Leaders decide what is most important to change next. A leader always either knows what to do or is deciding what to do. Change initiatives without context (current/target state, case for change, barriers) stagnate.	What gets reviewed goes well. To motivate change, make clear what you want, why, what's in it for the one changing so they'll want to change, and make a commitment to act. Leaders turn initiatives into action. One-on-One and Initiative Reviews are key to success.	The right answer is the one everyone decides to make work. It's only as lonely at the top as you let it be. Odds of a leader's success go up with accountability to a board, outside experts, peer group, and a coach.	Growth is good for value, impact, and opportunity. Organizations evolve through five maturity stages: Concept, Startup, Credible, Sustainable, and Mature. There is no ideal mix of leadership skills for all stages. There is an ideal skillmix, based on success norms, for each stage.	Nothing goes as planned but things go better for having planned. It is important to separate preparation from execution. Manage meeting process not just content.	
Objectives	Get off autopilot, be purposeful and open to input	Learn to rigorously describe an organization in terms of whose problem it solves using the WWW template. Experience giving and getting feedback. Learn to secure alignment by collaborating to reach clarity.	Determine which DO, SELL, or GROW system most constrains performance and growth. Draw a process chart for your organization's DO, SELL, and/or GROW system(s).	Be comfortable reading financial reports. Know what financials, competencies, and metrics distinguish operating models. Determine your organization's operating and financial models. Draft an income statement for your organization and outline the story it tells.	Decide what kind of leader to be and collect a core group of followers. Form a core leadership group. Decide who to count on for what. Assert a vision.	Prepare and deliver an offer to help a CEO decide what to do next. Prepare a change framework for the change you have in mind to make in your organization.	Learn to Plan-Do-Review. Learn why review meetings fail and how to make them a key part of operations and governance.	Lay out your leadership support structure. Know the difference between a board of advisors and an accountability board of directors.	Commit to drive orderly, good growth. Know that team skills can be described, measured, planned, and managed. Draft a plan to develop skill mix through leadership hiring, culling, and development. Assess your organization's leadership team's skill mix and compare it with successful organizations at the same stage of maturity.	Experience giving/receiving better after getting good at getting feedback. Experience the high-stakes role of being the one in charge in front of an outside board of executives. Experience the pressure of having to prepare, to brief, field questions, draw out insights, be open to input, facilitate, and follow through on commitments.	
Tool	Idea to Benefit	WWW	DO-SELL-GROW	P&L	Organization of Responsibilities	Change Framework	Initiative-to-Action	Leader Support Structure	Stages of Organization Maturity	Meeting Record	Like-Good-at-Want Portfolio of Pursuits spider diagram
MTL Content	Missed Lift Kinds of help Idea to benefit How new skills become core	WHO-WHAT-WHY	Process Charts - DO-SELL-GROW System Maturity Operating Models: Product, Service, Channel, Operation, Exchange	PAST-PLAN-PEERS P&L Dashboards that integrate past, present, and projected results	Leader responsibilities Time management Never do what you are told Leader should do nothing. Assert vs. Facilitate to a vision How to lead is a choice	Kinds of Change Degrees of Change Transformational Change Heat Maps	8 Reasons reviews underperform 5 Driving review questions WHAT-WHY-WANT-ACT Do & Review Group (Reviews) Do & Review Individual (1x1s)	No right organization Alignment trumps Right Build an accountability board Get a coach Join a peer group Join a learning community	Leadership skill mix success norms by stage 2x2 Effectiveness v. Efficiency Know-Think-Act Skill Mix Success Norms by Stage of Maturity Performance Assessment Effectiveness vs Maturity vs. Scale	How to run a meeting. Executive Session POAD Power of the Pen	
Readings	MTL: Introduction and Get Loose	MTL: Get Clear Who-What-Why	MTL: Get Clear - How one should just do what you tell them to do.	MTL: Get Clear - How Well: Leading at the Edge	MTL: Get Aligned. Post: Why every organization needs its leader to do nothing.	MTL: Plan Change. Post: How CEOs and investors work together when things get off track. Five Steps to a Sale. Three steps to selling a work plan.	MTL: Do & Review. Kotter: Leading Change HBR article. MTL: Executive Session POAD	MTL: Get Help	MTL: Grow How to Drive Elite C-Suite Performance	Executive Session POAD	
Practice Cases	Nine Dot Problem	Gap Case	Bank process diagram.	What story does Hero Arts financial P&L tell. Lost Revenue Case	Draw a stick figure of a leader in action. Overrun CTO.	Prepare an offer to help the CEO of an organization in trouble work with her/his team to get back on track.	GemCo: Utilization Matters case A and B	Ogilvy & Mather Case	Determine your organization's stage of maturity and relative Know-Think-Act skill mix	Practice your brief.	
Your Case	Where you play in the Idea-to-Benefit Cycle. Have in minds a change to make.	First draft WWW from each team member	First cut at a consolidated WWW	DO-SELL and/or GROW Process diagram for your case. Which (DO-SELL-GROW) most constrains your organization's performance or growth. Compile past/present/projected P&L and summarize the story it tells. Prepare to brief another team.	Refine consolidated WWW based on feedback. RACI and/or Org Chart.	First draft of a Change Framework for your case overall and another for the most important initiative.	First draft of an Initiative-to-Action for most important initiative. Review filled-in templates with instructors	Fill out Leadership Support Structure Full set of materials to guide review session with outside executives. Study profiles of outside executive reviewers.	Prepare to brief another team	Forward cover note and briefing materials. Meeting record. Final submission.	
Cases		Facebook Uber Donut Shop Gap	CraneCo SoftCo Bank Process	Hero Arts	Dancing Man Overrun CTO	SoftCo	GemCo A&B	Organization Dilemma Ogilvy & Mather			