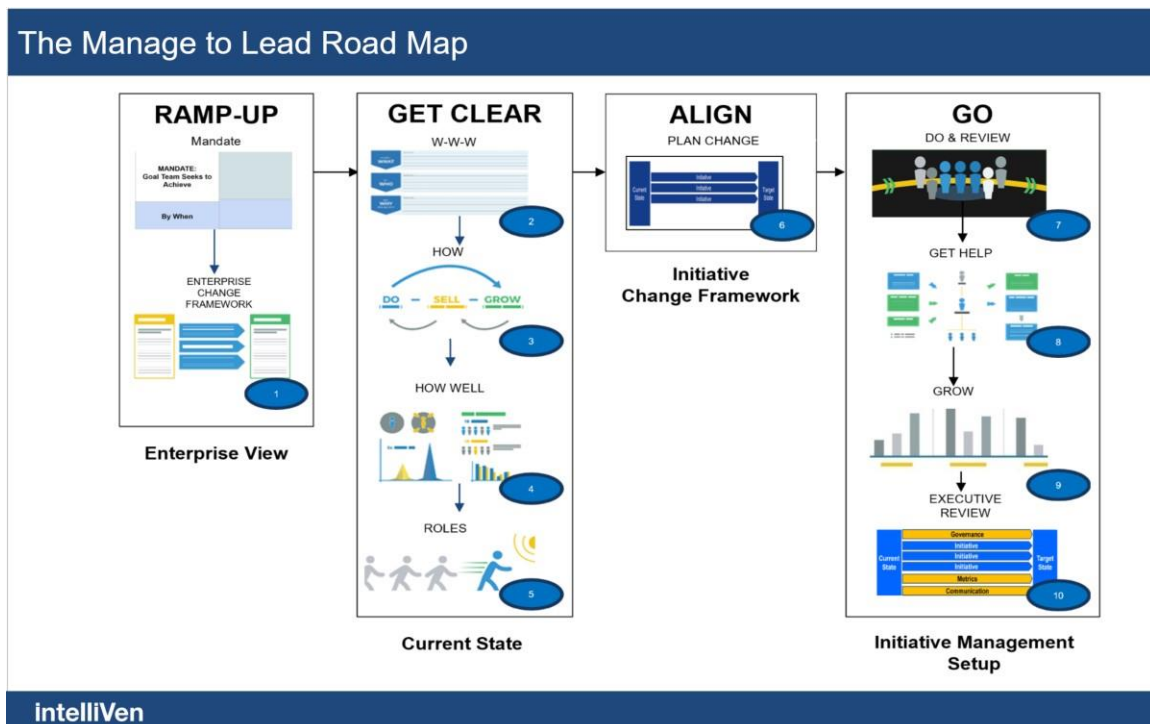# intelliven

Manage to Lead (MtL): The Path to Breakthrough Performance

Program Overview

In ten MtL modules you learn a system of integrated tools, methods, and principles to pave and follow a reliable path to architect, build, govern, and change your organization for breakthrough improvement in performance and / or growth.

You apply something learned in each module to YOUR CASE, culminating in a briefing to outside reviewers in the culminating executive live session.

How MtL Works

Collaborative Focus: Throughout the program, you and your team learn to work together ON your organization, not just IN it. This involves applying best practices to rigorously describe the current and target next states and to conceive, launch, and guide initiatives to achieve envisioned benefits.

Guiding Principles: The program is driven by seven MtL Truths, which guide an integrated suite of actions. These actions progressively equip you with the understanding and tools to apply to YOUR CASE.

Empowered Leadership: MtL empowers the organization leader, team, and business partner to work collectively, leveraging their individual strengths to best serve the entire organization.

Best Practice Application: You will learn to access and apply best practice tools, methods, and principles. The program offers guidance without providing direct answers or judgments, helping you to implement what is simple to understand but often challenging to execute.

24/7 Learning Access: Participants have 24/7 asynchronous access to tutorials featuring short, content-rich readings, videos, and practice cases with prompts that stimulate and reinforce understanding and application.

Live Session Feedback: Live session role-plays provide real-time feedback on case applications from teammates, other teams, outside reviewers, and instructors, enhancing the learning experience and application of MtL tools and methods.

MtL Roles and Components

Component/Role	Description	Notes
Organization	A group of two or more people responsible for an ongoing system of activities (e.g., a company business unit, functional unit, etc. and not a project that ends) with a mandate to perform better and/or grow faster.	1 per team
Leader	The single person who sets organization direction, aligns resources, and motivates action. Takes the lead to internalize and apply lessons learned with the help of their team and coaching from their PC. Makes key decisions regarding focus, priorities, and responsibilities. Reviews team responses to input prompts and drives the process to reach team alignment through clarity reached jointly. Owns the plan to implement MtL work products post program.	1 per organization
Team Member	Committed, energized, supportive executive team members with diverse skills, orientations, and perspectives who work together in the best interest of the whole organization to help the leader internalize, understand, and apply program content to improve organization performance and growth.	3 to 7 per team
Case	The specific situation faced by the organization that the leader and team are driven to address in a specific way to grow faster and/or perform better. The case may evolve or change over the course of the program.	1 per organization
Change Initiative	A specific set of actions to address the organization's case and in which MtL tools, methods, and principles will be applied. The Change Initiative will crystalize over the course of the program.	n per Case, 1 to work deeply
Principal Consultant (PC)	A person strong in Organization Development or Business who complements relative strengths of the leader and team they support. Helps leader internalize, understand, and apply program content, team input, and instructor feedback. Helps the leader develop, and then supports the implementation of, the plan to implement what is learned and decided over the course of the program.	1 per team

MtL Learning Model

MtL follows an Experiential Learning Model where students apply what is learned to their own organization in every module as suggested by the figure below, where:

- WHAT refers to module content.

- SO WHAT refers to key takeaways and implications from internalizing and applying module content.

- NOW WHAT refers to implications for the organization and the change the team plans to make (i.e., YOUR CASE) given module content.
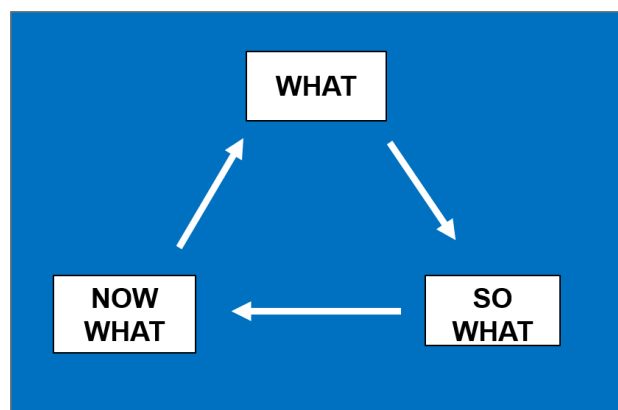
To reinforce the experiential learning and to ensure that program participation does not slip into being merely an academic exercise, each week participants submit:

- **Key Takeaways:** i.e., the most memorable new content points; a subset of which will be reviewed to start the next Live Session.

- **Ideas for Case Application:** i.e., implications for the teams' organization and planned change as a result of what has been learned. The aim is for participants to put new ideas into action, observe what happens, come up with even better ideas to implement, and iterate until desired results are achieved.

- **Burning Questions**: i.e., follow-up questions for instructors to address.

YOUR CASE *IS* The Course

To serve as YOUR CASE for the course, you and your team will select a specific change essential for your organization to achieve the next level of performance and/or growth.

Using MtL tools and methods, you will:

- Describe your organization's mandate.

- Assess your current situation relative to what you seek to accomplish.

- Frame an initiative that, if properly resourced and governed, will drive desired change.

Before launching your initiative, you must seek advice and support from your organization's governing board. The stakes are high. Presenting yourself as confident and knowledgeable will secure the necessary time, money, and resources. However, if you appear indecisive or unprepared, your job could be at risk.

In the live executive session 10, you and your team will meet with one to three outside executives acting as a proxy for your board of directors. Throughout the MtL program, you will receive additional instructions.

During the executive live session, your outside reviewers will ask questions to challenge and elevate your thinking. They will provide valuable advice aimed at refining your approach. Your goal is to effectively convey your best thinking while also enhancing it based on their feedback.

While the process sounds straightforward, it is challenging. Success depends on your ability to manage and lead effectively by applying MtL tools and methods.

MtL Topic Modules

MtL operates as a flipped classroom, as depicted in the figure and described below:
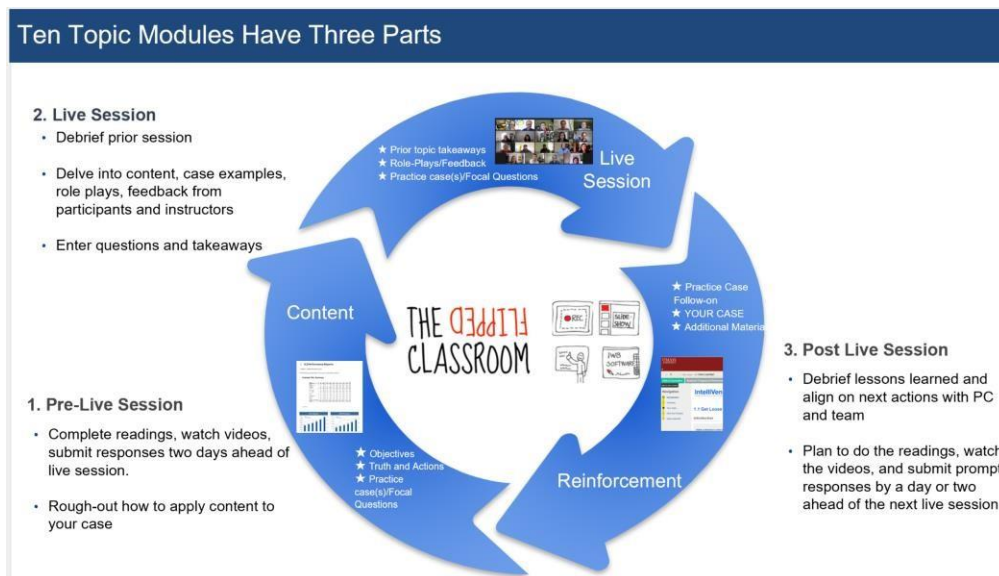
Asynchronous Learning: Several days before each live session, navigate to the corresponding MtL Content Module. Open each section to read, view, and respond to prompts. Initially, work through the content individually. Then, collaborate with teammates to deepen understanding and address problems together, as time permits, before the module's live session.

Your responses to the prompts are stored for future reference, including during the live session. These inputs are not evaluated by instructors. Your Business Partner or Principal Consultant (if you have one) can access these inputs and are encouraged to share them with the team to identify points of alignment and dissonance for appropriate follow-up.

Synchronous Live Sessions: Sessions open 15 minutes ahead of time to allow you to join and get settled for a prompt start.

Pre-Session Setup: A few minutes before each live session, ensure you have the following at your workstation:

- The module's content in Maven with your previously submitted input to prompts.

- Breakout instructions.

- A way to record notes, questions, and key takeaways as the session progresses.

Join the online live session. For the best experience:

- Use your own (vs. a shared display) personal computer or laptop (vs. a phone or pad).

- Be settled in a quiet place (i.e., not in a coffee shop or while commuting).

- Have a strong internet connection; wired is best.

- Dedicate a primary tab/display screen to Zoom; use another to access other resources (e.g.: Maven, intelliven toolbox, Web) during the session.

- Close all other browser tabs and apps for ease of use and optimum CPU/GPU performance.

- Select a Zoom display mode; GALLERY view is recommended.

- Read through the welcome screen; follow any displayed instructions and join the pre-live session chatter.

During the Live Session:

- Follow along and engage as the instructor leads the session.

- Keep your video display ON to signal engagement and readiness to participate.

- Leave your microphone open unless there is excessive background noise.

- Make notes of key takeaways, questions, and ideas for application throughout the session. Avoid waiting until the end to take notes, as important points may be forgotten.

Post-Session Activities: Each live session ends with an optional opportunity for teams to break out into their own Zoom room to:

- Share and compare thoughts.

- Consolidate insights.

- Plan how to incorporate what was learned into their case.

- Make assignments and plan team touchpoints between sessions.

Once available, links to the live session video recording, searchable transcript, chat record, and a PDF of the session slides will be posted on Maven.

Participation Points

Each of the ten modules awards five points for participation, totaling 50 points. Contribute to your cohort as a Learning Community in the following ways:

- **Be on Time, Prepared, and Present:** Attend every session on time and complete the preparatory work. MtL alumni emphasize the importance of attending every session and doing the prep work, as each module provides valuable experience. While it's possible to make up a session by viewing a recording, the live experience is richer. Missing more than a couple of live sessions may warrant taking an Incomplete and signing up for a future cohort.

- **Think Critically and Develop a Point of View:** Engage deeply with the MtL content. Don't let it wash over you—dig in, think hard, and develop a coherent perspective on how to apply what you are learning.

- **Engage, Edify, and Support Fellow Participants:** Contribute to the Learning Community by seeing yourself as a vital member helping others understand, internalize, consolidate, and apply new material. Engage in discussions, offer insights, and support your peers without dominating the conversation.

- **Prepare and Submit Quality Work:** Strive for excellence in your work. Operate at a higher level than usual to push yourself to the next level.

- **Review and Offer Feedback to Others:** Provide thoughtful feedback to your peers to help them improve and grow.

- **Actively Seek, Embrace, and Apply Input:** Welcome and apply feedback from teammates, participants, instructors, and outside reviewers to enhance your learning experience.

Participation points are awarded for attending the live session in person with your video display turned on for the entire session or for watching the live session recording and completing a Rating & Reflections survey. Simply enter your takeaways, questions, and application ideas for each module to guarantee receiving all 50 participation points.

Mutual Expectations

MtL Instructors, Co-Instructors, Teaching Assistants, and Principal Consultants promise to:

- Start and end sessions on time.

- Be open to input and feedback.

- Foster an engaged learning community that is challenging, rigorous, and fun.

- Provide an opportunity to experience a structured way to describe organizations, how they work, and their strategic initiatives.

- Help each student experience what it is like to *manage to lead*, and to help others *manage to lead*, an organization that plans, operates, and grows strategically.

- Bring to light challenges associated with strategy implementation and how to overcome them.

- Guide participants to thoughtfully plan, operate, and develop their organization.

- Build each participant's confidence as a leader who thinks and acts strategically.

MtL delivers the most value when participants:

- **Prepare:** Work individually before collaborating with team members. Plan to spend at least 40 minutes on module content ahead of each live session and about 20 minutes on follow-on content to internalize and think through how to apply new material to YOUR CASE.

- **Show up:** Come to every live session prepared to engage as a vital member of the cohort learning community. Stay present, pay attention, think critically, develop points of view, and participate (but do not dominate) in discussions.

- **Work with team members** as a collective leadership, where everyone works together to serve the best interests of the whole organization and not in service of self-interest or as the representative of a constituency.

- **Go the extra mile:** Push to demonstrate creativity, new thinking, and fresh insight. Put what is learned into practice as soon as possible, but DO NOT expect to put everything you learn into practice during the program. There is far too much to absorb that fast. Put *something* to work and backlog the rest to address over the months and years following program completion.

- **Focus on learning** and not on how well you are doing.

- Know that managing to lead and developing an organization are not a science and that there are often no right or wrong answers.

- **Reflect and think critically** before speaking or writing.

- Allow yourself to be vulnerable. Being open to input and not always having the right answer are important leadership skills. Do not miss out on the opportunity to practice being vulnerable in the safety of your cohort Learning Community.

- Strive diligently to produce top-executive-level work with quality that makes you proud.

- **Use inclusive terminology** and language sensitive to different identity groups.

- Submit work that is easy to read (e.g. >11-point font, double-spaced), proofread, virus-free, and in a form that can be marked-up and returned (e.g., Word, PowerPoint) with instructor comments.

- **Take responsibility for success:** If something is not working, say so. If there is a question, ask it. Work diligently to discern what instructors are trying to do and make a concerted effort to accomplish their objective.