BTS

Catalysts for Profitability and Growth

ESSENTIALS of Business Leadership

Essentials of Business Leadership

Equipping new managers to achieve business results

Program Benefits

In today's competitive business climate, retaining and cultivating top talent is evolving into a critical organizational and leadership competency. Leading-edge companies must determine how they can help their individual contributors quickly and successfully transition to their new role of manager.

ESSENTIALS OF BUSINESS LEADERSHIP is a discovery-based learning program specifically designed to equip new managers with the tools, techniques, and mindset necessary to lead direct reports to high performance. This program helps participants understand the business context of their new role as well as how their leadership can impact the organization's bottom line.

ESSENTIALS OF BUSINESS LEADERSHIP enables new managers to:

- Understand their role, its importance, and the expectations of others
- Establish individual and team goals that align with the organization's strategy
- Tailor coaching strategies to the communication styles of their direct reports
- Motivate individuals and teams to achieve goals with maximum productivity
- Make effective business decisions while balancing competing needs and responsibilities
- Analyze team and individual performance to provide feedback effectively
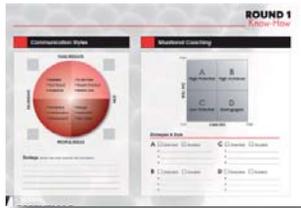- Delegate responsibility appropriately
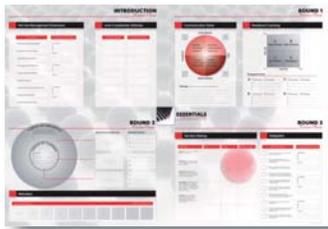
Program Description

ESSENTIALS OF BUSINESS LEADERSHIP is a two-day program that transforms new managers into effective business leaders through a combination of interactive, engaging activities that utilize map technology and a robust simulation experience. Prior to each practice cycle in the four rounds of simulation, participants receive critical information necessary to the new manager in modules called "know-hows." They then use the information gained in the know-hows in each subsequent round of the simulation.

Introduction Know-How

On the first day in the Introduction Know-How, participants assess their management skills by reflecting on their areas of success and opportunities for development. They begin working in table teams to explore the essentials of effective business leadership. Reflecting on the biggest misconception that individual performers have about their new role as a manager, participants consider the expectations of their organizations, teams, and customers. Participants gain an understanding of the dimensions of front-line management and the attributes of Level-5 leadership.

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Simulation Round 1

Once participants have gained more context around business leadership, teams are introduced to Round 1 of the interactive business simulation. Each table team takes on the role of "manager," coaching a virtual team in the scenario simulation and navigating through a series of management decisions. The simulation provides users with the opportunity to explore managerial issues, make critical decisions, and receive immediate feedback in a realistic, risk-free environment. During the debrief, teams learn about a balanced scorecard approach to decision making. They review the profiles of each team member from the simulation, considering each one's strengths and developmental needs.

Round One Know-How

The simulation is followed by the Round 1 Know-How session. Participants examine and analyze various communication styles—their own and those of the key players in the simulation—and think about the best ways to communicate with each style. Next, by exploring the two dimensions of Situational Coaching, teams enhance their understanding of how to delegate work effectively and when to employ directed or guided coaching behaviors. Last, they consider how to best coach a team member in the simulation and create a tailored coaching strategy.

Simulation Round 2

Teams experience greater complexity in Round 2 of the simulation. They face decisions on how to best coach their virtual team as it gains more responsibility in the scenario. During the debrief, participants determine how to coach their virtual team for the highest level of performance and translate these decisions into solutions for handling real-world performance issues.

Round 2 Know-How

The Round 2 Know-How begins with a distinction between influence and control. Participants assess how they can best impact the areas that they directly control. Then, they connect these concepts of influence and control to three critical influences that impact human behavior: expectations, feedback, and motivation. Teams collaborate to create strategies for providing effective feedback. They also assess the top motivating factors for their direct reports, their impacts, and strategies to deploy them.

Simulation Round 3

In Round 3 of the simulation: teams must determine which coaching strategies will be most effective as their virtual team encounters increasing pressure to deliver results. Considering what they've learned in the simulations, tables debrief by discussing current on-the-job challenges.

Round 3 Know-How

In the Round 3 Know-How, participants reflect on methods of decision making, sharing their experiences and capturing ideas about when to use each method. They determine how they can make the shift from individual contributor to manager successfully. They rate themselves on delegation best practices, create strategies for improvement, and develop a plan to delegate to a virtual player in the simulation.

Simulation Round 4

Participants experience the most complexity in Round 4 of the simulation. They complete their final responsibilities of managing the virtual team in the scenario and see the outcomes of their decisions. Reviewing the balanced scorecard from the simulation provides a powerful framework for reflection on key learnings from their virtual leadership experience.

Program Debrief

Participants debrief the two-day session, discussing the new mindsets and behaviors they will bring back to their roles. They commit to an action plan using the ASMART goals, and consider the impacts that achieving this plan will have for them, their team, and their organization.

Audience

This program is designed for new managers or experienced managers who are seeking to enhance their leadership skills.

Implementation/Customization

ESSENTIALS OF BUSINESS LEADERSHIP is a two-day program. The workshop requires one trained facilitator per three teams of six people each. Hardware requirements are either provided by the client or arranged through BTS.

Sampling of other BTS Clients

- Accenture
- Aetna
- AstraZeneca
- AT&T
- Bank of America
- Biovitrum
- Cisco Systems
- Coca-Cola
- Gap Inc.
- Genentech
- Hewlett-Packard
- Honeywell
- IBM
- ING
- Liberty Mutual
- Liz Claiborne
- Macy's Inc.
- McKinsey
- Microsoft
- Motorola
- Nokia
- Roche
- Sony
- Texas Instruments
- Time Warner
- Toyota Motor Sales
- Vodafone
- Weyerhaeuser

About BTS:

BTS partners with leading companies to accelerate change and improve business results. We are the world leader in customized business simulations and other discovery learning solutions that enable leading corporations to change, grow and succeed. BTS adds value for our Global Fortune 1000 clients through three practice areas: Strategic Alignment & Business Acumen, Leadership & Management, and Sales. We have additional capability in Operational Excellence & Project Management and offer an innovative Engage for Change process. BTS is a public company listed on the Swedish Stock Exchange and trades under the symbol BTS B. For more information please visit www.bts.com.

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