

**PEER COACHING MODULES  
FOR  
FRONT LINE EMPLOYEES, MIDDLE MANAGERS AND SENIOR  
MANAGERS**

**CATEGORIES**

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## FOUNDATIONS OF MANAGEMENT

**Accountability: It's a Tricky World** – Front line employees, middle managers  
Learn methods for improving accountability and gain insight into the challenges which inevitably surround accountabilities.

**Analyzing Employee Performance** - Front line employees, middle managers  
Identify possible reasons for performance gaps by following a process for analyzing employee performance.

**Chains, Hubs, Webs, and Sets** -Middle managers, senior managers  
Consider Mintzberg's model of organizations as chains, hubs, webs, and/or sets to appreciate how varied managing can be within these different forms.

**Control Through Decision Making** - Middle managers, senior managers  
Explore as a group how you can be more effective in your decision making and controlling.

**Dealing with the Pressures of Managing** - Front line employees, middle managers  
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.

**Decision Making: It's Not What You Think** - Front line employees, middle managers  
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.

**In Praise of Middle Management** - Front line employees, middle managers  
Become aware of the valuable roles middle-level managers play in organizations especially related to managing change, and reflect upon yourselves in these roles

## FOUNDATIONS OF MANAGEMENT - continued

### **Introducing Strategy through Robin Hood** - Middle managers, senior managers

Learn the basics of strategy by reviewing the strategies of Robin Hood in light of your organization's strategies.

### **Management Competency Raising** – Front line employees

Deepen your understanding of management competencies and share alternate ways of practicing the key organizational competencies

### **Managing on the Edges** - Front line employees, middle managers

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.

### **Negotiating Styles** – Middle managers

Gain insight into five negotiation styles and identify how to adapt your own styles to enhance performance

### **Reflection** - Front line employees, middle managers, senior managers

Appreciate the importance of collective and individual reflection in managerial work and find ways to more effectively combine managerial reflection and action

### **Seeing Beyond Belief: Observation Skills for Managers** - Front line employees

Understand how you observe the world and interpret events impacts the way you manage and your effectiveness

### **Silos and Slabs in Organizations** - Middle managers, senior managers

Explore two characteristics of organizational formal structures, silos and slabs, the challenges they present to managing, and ways to manage across and beyond them.

## FOUNDATIONS OF MANAGEMENT - continued

**Simply Managing: From Reflection to Action** - Front line employees, middle managers, senior managers

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.

**Some Surprising Things about Collaboration** - Front line employees, middle managers, senior managers

Understand what contributes to effective collaborative relationships to enhance them within and beyond your organization

**The Play of Analysis** - Front line employees

Recognize situations where you overdo analysis (“paralysis by analysis”) or underdo it (“extinction by instinct”), and think about how to get the balance right.

**Time to Dialogue** - Front line employees, middle managers

Practice a more creative and collaborative mode of communication that increases your capacity to address complex organizational issues.

**Understanding Organizations** - Senior managers

Learn the strengths, weaknesses, and implications of Mintzberg’s four common forms of organizations and discover how your organization fits into the framework

**Developing Your People: the 70:20:10 Framework** - Front line employees, middle managers, senior managers

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.

## DRIVING CHANGE

### **Changing Things: What and How** - Front line employees

Explore frameworks of “change what?” and “change how?” in order to better do so within your scope of responsibility.

### **Crafting Strategy** - Senior managers

Apply Mintzberg’s groundbreaking theory of emergent strategy to your department and/or organization.

### **SWOT for Strategy** - Front line employees, middle managers

Bring a strategic situation into sharper focus by using a SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats

### **Strategic Blindspots** - Middle managers, senior managers

Increase your awareness of the strategic blindspots most prominent in your organization and discuss how you can move beyond them.

### **Ten Ways to Release Change and Ten More Ways to Release**

#### **Change** - Middle managers

Appreciate the nature of change and learn new ways to release change to quickly and easily achieve your goals at no added cost

### **Two Models of Change** - Senior managers

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.

## ENGAGING PEOPLE

**Beyond Bullying** - Front line employees, middle managers

Learn about bullying and dynamics around the misuse of power within organizations to build and sustain better personal and organizational outcomes.

**Career Anchors** - Front line employees, middle managers

Promote honest, transparent discussions about career goals and motives, enabling your organization to better align individual and business aspirations.

**Coaching Others** - Front line employees, middle managers

Clarify the role of coaching and key coaching skills to become an effective agent of change.

**Developing Our Organization as a Community** - Senior managers

Appreciate how an organization can develop as a community and come up with ways to do so in your own organization.

**Engagement: Beyond Buy-In** - Front line employees, middle managers, sr. managers

Explore the key dynamics underlying highly engaged organizations that allow them to be supple and responsive to shifts in their external and internal environments.

**Emotional Intelligence: Your Inner and Outer Self** - Front line employees, middle managers

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.

**Innovate Using Generative Relationships** - Front line employees, middle managers

Apply the STAR model to improve existing generative relationships, which brings innovative solutions to complex issues, and develop new ones.

## ENGAGING PEOPLE - continued

### **Managing on Tightropes: The Inescapable Conundrums of Managing** - Front line employees, middle managers, sr. managers

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.

### **Models of Engagement: Employee-Employer Relations** - Front line employees

Assess the realities of the various models of employer-employee engagement in regards to your own organization and how you might nurture change.

### **Turning the Tables: Unusual Seating for Creative Problem Solving** - Front line employees, middle managers

Foster open discussion and creative learning by experiencing firsthand how seating configurations at meetings can greatly enhance effectiveness.

### **Gender Inclusive Leadership** - Front line employees, middle managers, sr. managers

Encourage practical actions that will help you develop and shape your organizational culture into one that is more welcoming and inclusive.

## FORTIFYING CULTURE

**Global or Worldly?: Diversity in the 21st Century** – Middle managers  
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.

**Introducing Culture in Organizations** – Middle managers, senior managers  
Increase your awareness of organizational culture to enhance how you perceive management issues and how you can more effectively act on them.

**Knowledge Sharing for Innovation: The Wiki Way** – Middle managers  
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

**Managing Culture Change: Beyond the Status Quo** – Sr. managers  
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.

**Models of Human Behavior** - Front line employees, middle managers  
Understand important models of human behavior and explore what affects the prevalence of one model has on your organization.

**Opening up the Moral Senses** - Middle managers  
Discuss the pressing moral issues facing your organization and learn how moral concerns can become more open and active within your organization.

**Probing Into Culture** - Middle managers  
Probe into Schein’s three levels of organizational culture to better understand the culture of your own organization and more effectively promote positive change.



## **FORTIFYING CULTURE - continued**

### **The Players of Cultural Change** - Front line employees

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

### **The Power of Social Learning** - Middle managers

Appreciate how social learning, especially in small groups, provides a powerful tool to nurture innovation and productivity within your organization.

## LEADERSHIP

**Appreciating Appreciative Inquiry** – Middle managers, senior managers  
Enable positive organizational change and innovation through Cooperrider's pioneering, strength-based Appreciative Inquiry (AI) process.

**Being a Catalytic Leader** - Front line employees, middle managers  
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.

**FeedFORWARD Instead of Feedback** - Front line employees, middle managers  
Practice a dynamic technique called FeedFORWARD designed by Marshall Goldsmith to positively impact morale and increase productivity.

**Foresight** - Front line employees, middle managers  
Develop attentional strategies in your daily managing that cultivate an awareness of the unseen, the obscure, and the overlooked.

**Fit to Lead** - Front line employees, middle managers, sr. managers  
Increase your energy levels, better meet your work demands, and promote a healthy lifestyle by incorporating simple health tools into your busy workday.

**From Top Performer to Manager** - Front line employees  
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.

**Leading Change in Difficult Times** – Senior managers  
Inspire and guide organizations through challenging times, maintaining productivity and performance by focusing on these simple yet powerful methods.

## LEADERSHIP - continued

**Leading with Humility** - Front line employees, middle managers, sr. managers  
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 problem.

**Lenses for Leadership Insights** – Middle managers  
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.

**Lessons from Machiavelli and Lao-Tzu** – Front line employees  
Extract valuable lessons regarding power and empowerment from two extreme models—autocratic, top down leadership and a more participatory, empowering leadership style.

**Managing Metaphors** – Front line employees  
Create and discuss effective metaphors that inspire new approaches to managing and spur action.

**Managing on the Planes of Information, People, and Action** - Front line employees, middle managers  
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.

**Managing to Lead** – Front line employees  
Determine factors contributing to effective leadership to balance your personal leadership style and clarify how you can contribute to a well-led organization.

**Ordinary People, Extraordinary Leadership** - Front line employees, middle managers  
Reclaim your leadership skills by reflecting collectively on your most profound personal perspectives, imagination and wisdom.

## LEADERSHIP - continued

**Political Games in Organizations** - Front line employees, middle managers  
Appreciate when and how the various types of political games can positively advance your organization's goals.

**Practical Tips for Leading Meetings that Matter** - Front line employees  
Learn practices to keep groups whole, open, and task focused to enhance meetings within your organization.

**Strategic Thinking as Seeing** – Middle manager, sr. managers  
Enhance your capacity to “see” strategic issues and work as a group to address some of your organizational concerns.

**Understanding Stakeholders** – Senior managers  
Uncover how you and your colleagues perceive different stakeholders with the goal of creating stakeholder relationships that support and sustain organizational performance.

## INNOVATING

### **Brand Building for Every Manager** – Sr. managers

Discover a holistic approach to branding in which all organizational activities are aligned, interdependent, and integrated.

### **Creating a Culture of Openness: Rethinking the 21st Century Workplace** – Middle managers, sr. managers

Learn six of Ricardo Semler's unconventional management practices that have attracted attention worldwide.

### **Igniting Momentum with Customer Insights** – Middle managers, sr. managers

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.

### **Smart Investments in Talent** – Middle managers, sr. managers

Determine where an investment in talent will yield the highest return by focusing on your organization's pivotal jobs and tasks.

### **Stimulating the Entrepreneurial Imagination** - Front line employees, middle managers, sr. managers

Develop paradigm-shifting strategies to innovate new value-adding products/services/practices within your organization.

### **Thinking Entrepreneurially to Grow Your Business** - Front line employees, middle managers

Uncover new opportunities and help influence the success of your organization through a variety of entrepreneurial techniques.

## STRENGTHENING TEAMS

**Beyond Bickering** - Front line employees, middle managers, sr. managers  
Discover the root causes of incivilities that contribute to low morale, decreased productivity, and staff turnover to develop collective solutions.

**Candid Conversations** - Front line employees, middle managers, sr. managers  
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.

**Five Ideas About Teamwork** - Front line employees, middle managers  
Improve the functioning of teams you are on by reviewing some of the fundamental challenges of teams such as size, structure, and virtual teams.

**High Performing Teams** - Front line employees  
Examine your team and compare it to characteristics of exemplary high performing teams.

**Management Styles: Art, Craft, Science** - Front line employees  
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?

**Managing Conflict in Teams** - Front line employees  
Learn to value conflict as a creative resource and explore skills for successful conflict management.

**Managing Time and Energy** - Front line employees  
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.

**Talent Management** - Front line employees, middle managers, sr. managers  
Diagnose and clarify your own talent "mindset" to get the most out of the talent in your unit/organization.

## STRENGTHENING TEAMS - continued

### **The Rewards of Recognition** - Front line employees

Appreciate the importance of recognition on organizational performance and explore how to implement recognition with sufficient frequency and effectiveness.

### **Visionary Management: The Art of Seeing** – Middle managers, sr. managers

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.