

CoachingOurselves: 90-minute modules

Foundations of Management

Accountability: It's a Tricky World FL, MM, IC
Learn methods for improving accountability and gain insight into the challenges which inevitably surround accountabilities.

Analyzing Employee Performance FL, MM
Identify possible reasons for performance gaps by following a process for analyzing employee performance.

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.

Control Through Decision Making MM, SM
Explore as a group how you can be more effective in your decision making and controlling.

Dealing with the Pressures of Managing FL, MM
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 FL, MM, IC
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.

Developing Your People: the 70:20:10 Framework FL, MM, SM, IC
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.

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.

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.

IT Does Have an Off Button FL, MM, IC
Evaluate the impact of different technologies on your managing and generate some ideas for taking command of them.

Management Competency Raising FL
Deepen your understanding of management competencies and share alternate ways of practicing the key organizational competencies.

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.

Negotiating Styles MM
Gain insight into five negotiation styles and identify how to adapt your own styles to enhance performance.

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.

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.

Some Surprising Things about Collaboration FL, MM, SM
Understand what contributes to effective collaborative relationships to enhance them within and beyond your organization.

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.

The Play of Analysis FL
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 FL, MM, NP, IC
Practice a more creative and collaborative mode of communication that increases your capacity to address complex organizational issues.

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.

Fortifying Culture

Learning from Mistakes and Successes FL, MM, SM, IC
In order to ensure a cultural shift towards openness, collaboration, and sharing, a holistic approach to Lessons Learned is needed.

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.

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.

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.

The Players of Cultural Change FL, IC
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 MM
Appreciate how social learning, especially in small groups, provides a powerful tool to nurture innovation and productivity within your organization.

Leadership

The Art of Helping FL, MM, SM, IC
Edgar Schein explores the dynamics of helping in order to contribute to a climate of mutual help so your organization can flourish.

A Leader's Health Action Plan FL, MM, SM, IC
Increase your energy levels, better meet your work demands, and promote a healthy lifestyle by incorporating simple health tools into your busy workday

Being a Catalytic Leader FL, MM, IC
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 FL, MM, IC
Practice a dynamic technique called FeedFORWARD designed by Marshall Goldsmith to positively impact morale and increase productivity.

From Top Performer to Manager SM
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 FL
Inspire and guide organizations through challenging times, maintaining productivity and performance by focusing on these simple yet powerful methods

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.

Lenses for Leadership Insights FL, 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.

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.

Managing to Lead FL, IC
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 FL, MM
Reclaim your leadership skills by reflecting collectively on your most profound personal perspectives, imagination and wisdom.

Political Games in Organizations FL, MM
Appreciate when and how the various types of political games can positively advance your organization's goals.

Practical Tips for Leading Meetings that Matter FL, IC
Learn practices to keep groups whole, open, and task focused to enhance meetings within your organization.

Women Rising: Breaking the Habits That Hold You Back FL, MM, SM, IC
The world needs more women in positions of power and influence. We hope the ideas and perspectives in this module contribute to helping you rise higher so you can make an increasingly positive impact on your organization and our world!

Strengthening Teams

Candid Conversations FL, MM, SM, IC
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 FL, MM, IC
Improve the functioning of teams you are on by reviewing some of the fundamental challenges of teams such as size, structure, and virtual teams.

Friendly Consulting FL, MM, SM, IC
Friendly Consulting provides a structured, responsive, and supportive environment to get feedback, insight, and advice from colleagues and peers.

High Performing Teams FL, IC
Examine your team and compare it to characteristics of exemplary high performing teams.

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?

Managing Conflict in Teams FL, IC
Learn to value conflict as a creative resource and explore skills for successful conflict management.

Managing Time and Energy FL, IC
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 FL, MM, SM, IC
Diagnose and clarify your own talent "mindset" to get the most out of the talent in your unit/organization.

The Rewards of Recognition FL, IC
Appreciate the importance of recognition on organizational performance and explore how to implement recognition with sufficient frequency and effectiveness.

Virtual Teams: The Good, the Bad, and the Ugly FL, MM, IC
Understand the potential pitfalls that plague virtual teams and develop strategies to enhance your ability to lead and work in virtual teams.

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.

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.

Flash CoDev: Accelerate Goal Achievement and Consolidate Competencies FL, MM, SM, IC
Explore an approach inspired by social learning in action and co-creativity to resolve complex problems: Professional Co-development, an innovative yet practical approach.

Hope at Work FL, MM, SM, IC
This module challenges you to think about how you will lift yourself up through hope and how you will take practical actions to harness the energy of hope in your workplace.

Innovating

Developing Brand Leadership for Every Manager SM
Discover a holistic approach to branding in which all organizational activities are aligned, interdependent, and integrated.

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.

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.

Stimulating the Entrepreneurial Imagination FL, MM, SM, IC
Develop paradigm-shifting strategies to innovate new value-adding products/services/practices within your organization.

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.

Higher Purposes

Appreciating Appreciative Inquiry MM, SM
Enable positive organizational change and innovation through Cooperrider's pioneering, strength-based Appreciative Inquiry (AI) process.

Building Purpose in Life and Work FL, MM, SM, IC
Explore your own personal purpose while discussing how you can create a more purpose-driven organization.

Career Anchors FL, MM, IC
Promote honest, transparent discussions about career goals and motives, enabling your organization to better align individual and organizational aspirations.

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.

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.

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.

One Planet Business SM, IC
Learn how to play the important managerial role of inspiring others to create innovations that foster sustainability.

Rebalancing Society: Starting Now! FL, MM, SM, IC
Understand how we ourselves can move towards balance and decide what we can do, starting now!

Engaging People

Coaching Others FL, MM, IC
Clarify the role of coaching and key coaching skills to become an effective agent of change.

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.

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.

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.

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.

Diversity & Inclusion

Beyond Bickering FL, MM, SM, IC
Discover the root causes of incivilities that contribute to low morale, decreased productivity, and staff turnover to develop collective solutions.

Beyond Bullying FL, MM, IC
Learn about bullying and dynamics around the misuse of power within organizations to build and sustain better personal and organizational outcomes.

Gender Inclusive Leadership FL, MM, SM, IC
Encourage practical actions that will help you develop and shape your organizational culture into one that is more welcoming and inclusive.

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.

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.

Harnessing Women's Vision and Leadership Strengths MM, IC
Understand how to better recognize and incorporate women's vision in your organization.

Realizing the Power of Difference: Thinking Differently About Diversity FL, MM, SM, IC
The way we go about achieving greater diversity needs a rethink. Because, while there has been progress, it's been too small and too slow. So, we're either not doing the right things or the things we are doing, we are not doing right.

Driving Change

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.

Crafting Strategy SM
Apply Mintzberg's groundbreaking theory of emergent strategy to your department and/or organization.

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

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.

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.

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.

Awake to the Future: Covid and Beyond SM, IC
Practice tuning into your personal radar for trends and change.

Wisdom: Beyond Knowledge

Emotional Intelligence: Your Inner and Outer Self FL, MM, IC
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.

Foresight FL, MM
Develop attentional strategies in your daily managing that cultivate an awareness of the unseen, the obscure, and the overlooked.

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.

Reflection FL, MM, SM, IC
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 FL, IC
Understand how you observe the world and interpret events impacts the way you manage and your effectiveness.

IC for Individual Contributor/Team Members
FL for First-Line Managers
MM for Middle Managers
SM for Senior Managers
CoachingOurselves topics are available in 8 languages.