# Levinson and Co. Executive Education – 2019

## Leading-People Topic Areas

- **What Makes People Tick?**
  Examines assumptions about human behavior, particularly as to how they affect behavior in the workplace. Presents a clear and practical model for understanding motivation that allows participants to better understand where they and their people are coming from and how to most effectively engage their commitment.

- **Engaging Commitment and the Psychological Contract**
  Examines the implicit expectations that people have of their organizations and managers—and vice versa—and enhances the manager's ability to understand, address, and negotiate mature, aligned, and reciprocal expectations.

- **Managing Stress**
  Provides an overview of the sources and patterns of individual stress and identifies points of leverage for managers both to moderate the organizational sources and to intervene where necessary.

- **Leading Organizational Change**
  Explains the underlying process of individual and organizational adaptation and the importance of the "meanings" that employees assign to critical change demands. Provides the lenses and actions that enable leaders to effectively drive organizational change and create a culture of adaptive readiness.

## Leading-the-Work Topic Areas

- **Accountability**
  Builds a straightforward model of accountability that, simultaneously, encourages individual creativity and initiative, while ensuring the optimal level of collaboration and process control. Supports managers in maintaining the proper distance and perspective with their teams, and helps them learn how to hold their people accountable in a manner that enhances trust and fairness.

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- **Developing Capabilities**
Clarifies the nature and assessment of individuals' effectiveness and potential (both current and future) and demonstrates how managers can more accurately develop people's capabilities to maximize both their role effectiveness and their career growth.

- **Coaching and Feedback**
Provides a roadmap for managers to identify the capability gaps that prevent their employees from working to their potential, to communicate "significant behaviors" that illustrate these gaps, and to mutually develop a plan to address the gaps.

- **Mentoring and Career Development**
Provides a systematic, software-supported method for managers to assess employees' current and future potential, to explore their career aspirations and developmental needs, and to mentor them toward these goals.

- **Aligning Judgment and Context Setting**
Builds a straightforward, yet powerful, communications discipline for ensuring team and organizational alignment and engagement: setting context up, down, and across an organization.  Offers the greatest leverage for tapping into each employee's full potential and ensuring they deliver significant value.

- **Collaborative Negotiation**
Provides a powerful communications discipline for getting to "win-win," (i.e., achieving mutually satisfying, optimal agreements between parties, while building trust and mutual respect).  Presents methods for discovering and aligning the legitimate interests of each negotiating party, enabling them to **collaborate** in designing optimal solutions for all parties—as opposed to each taking and arguing for one's own "positions."

## Leading-the-Organization Topic Areas

- **Designing the Optimal Organization**
Explores the scientifically validated, core principles and methods required for designing strategically aligned, world-class leadership systems (structures, processes, systems).  Provides a blueprint for creating processes with the optimal trade-offs between capability, efficiency, and accountability.

- **Complexity**
Builds on major discoveries about the complexities of work roles and how that drives organization design and role-filling/selection decisions; explains the differing nature of work expected at each level of the organization; and informs leaders how to add value by translating the complexities found at their levels into more useful insights for their subordinates at lower levels.

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- **Getting Processes Right**
  Provides straightforward tools for designing and implementing accountable, capable, and efficient cross-functional processes and working relationships; provides a language and methodology for clarifying "who is accountable for what… in relationship to whom."

- **Teams and Teambuilding**
  Examines the properties of many types of work teams—how each needs to be structured and led to ensure accountability, and how they should be appropriately used to improve processes, solve problems, and deliver initiatives.

- **A Model for a Business Unit**
  Presents scientifically developed "architectural" principles for designing and implementing P&L-accountable, strategic business units. Clarifies the process for structuring and assigning the unique accountabilities and authorities of each of the necessary business, resourcing, and control functions.

- **Three-Level Units**
  Explores the importance of structurally aligning roles requiring close collaboration into three-level units (i.e., employees whose managers have the same manager). Enables the managers' manager to set context about the interdependencies of work one-and-two levels down, which enhances cross-functional colleagues' ability to develop optimal solutions.

- **Role Establishment**
  Clarifies the process and authorities for establishing new roles or redefining existing roles and making unambiguously clear each role's complexity, types, and nature of work and their working relationships (accountabilities and authorities) vis-à-vis other roles.

- **Compensation**
  Demonstrates the science and methodologies for designing and implementing a compensation structure that ensures a sense of "internal equity and felt fair pay." Provides an objective model for internally consistent pay ranges and a subjective, method for aligning effectiveness (in role) with level of pay within the role's range.

- **Talent-Pool Development**
  Provides a comprehensive blueprint for a wide-ranging talent-pool system. Includes scientifically validated assessments of employee potential and effectiveness; a systematic and accountable system for coaching, mentoring, and succession planning; and strategic recruitment for filling vacancies and eliminating gaps in the talent pipeline.

- **The Heart, Mind, and Soul of a Leader**
  Summarizes the mindset and behaviors of results-oriented, value-adding leaders and how they encourage powerful thinking, purposeful actions, and passion in their people.