



# Bottom-Line Leadership®

## LEADING PEOPLE AND TEAMS IN A SCORECARD WORLD



Leaders today, at every level and industry, must master and integrate **soft skills** plus financial basics with **hard performance metrics** they're judged by, to successfully lead people and teams in a globally competitive, cost conscious, **scorecard world**.

They must master 4 roles leaders play simultaneously and communicate clearly with all 4 generations (especially Gen X and Gen Y) to convey targets and desired behaviors without giving offense. They must also motivate and read financial reports to get "more with less"; more productivity and service-quality with fewer staff and costs !

One size no longer fits all. So PCI has built and proven a 3-course integrated curriculum to grow new leaders from campus to middle management. Our 3-day 'hands-on' courses at 3 levels include:

- LEADER OF LEADERS
- FIRST LEVEL MANAGERS
- SUPERVISORS & TEAM LEADERS

All 3 instructor-led classes are built around computerized simulations of people, team(s), and the million dollar business they often run. They simulate diverse people — individuals, teams, and even unit managers - some effective and some not. The simulations **compress** 4-6 months of business experience into 3 real-time days with immediate feedback on results and tools to take back and apply on the job for measurable return on investment (ROI).

### *Computerized Business Simulation Seminar*



**pci global inc.**

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# Bottom-Line Leadership

## Leader of Leaders

### OBJECTIVE:

A "hands-on" workshop for those who lead other leaders. Participants learn how to manage a multi-department, multi-product organization. How to select, develop, delegate to and lead subordinate managers to help them improve productivity, quality, customer service and profit. Combines the best of a computerized business game and a leadership workshop with immediate feedback on results.

Features a rich, **detailed Computer Simulation** of a business segment with five departments and their managers; numerous ethnically diverse employees, workstations, production rates, errors, service measures, backlogs, costs, crises and decisions. Instead of fighting fires, participants learn to see the "big picture" and be proactive; understand how productivity, quality and costs are tied together and how to use electronic tools to forecast work volumes and plan capacity to staff lean multiple units who can handle varying input volumes. They learn the impact of managers and supervisors on customer service, productivity, quality and staff morale. They learn to manage change and delegate. Compresses 6 months of middle management experience into 3 days!

Participants learn, practice and integrate critical business tools and leadership techniques. They work and learn in a business team, to lead the simulated managers and departments, as well as their live teammates. They learn to make trade-off decisions to achieve customer and management targets. The computer then analyzes decisions and provides immediate feedback on results, so participants learn from the consequences of their own decisions. Daily team presentations on objectives, strategies and results ensure lessons learned are shared. The Bottom-Line Tool-Kit and customized Post-Graduate assignments ensure immediate applications back on the job.

### KEY LEARNING POINTS:

- \* **Leadership** - Identify competencies and qualities of effective leaders; select, develop, delegate to and lead multiple managers and supervisors/team leaders
- \* **Business Literacy** - Manage an operating area as a business; identify profit drivers, forecast & budget to successfully run a business
- \* **Productivity** - Get more quality work done with less people, lower unit cost
- \* **Customer Service** - Focus your managers on meeting customer commitments; avoid penalties and losing customers
- \* **Quality** - Focus on measuring and tracking errors, rework and quality
- \* **Market Share** - Identify impact of sales, marketing, and other drivers that grow or depress market share
- \* **Leading Change** - Plan and implement major changes
- \* **New Product Introduction** - Staff and equip your organization for new products; manage in a multi-product environment
- \* **Managing the On-Going Business** - Keep existing operations and logistics going while introducing new product
- \* **Staff Planning** - Determine head count, staff mix, succession planning
- \* **Decision Making** - Trade-off decisions, strategic vs. tactical
- \* **Operations Management** - Reduce costs, headcount, overtime, and unit cost

### RECOMMENDED FOR:

For leaders of multiple managers/supervisors in any area of business. Those who manage multiple departments and or multiple products.

**Length:** 3 days



# Bottom-Line Leadership

## First Level Managers

### Hiring, Appraisal, Delegation

#### CURRICULUM OVERVIEW:

Hands-on learning model. Participants work, learn, and practice leadership in a real-time, simulated work environment. Each “live”, leaderless 3-4 person team collectively leads a “virtual” team of 5 diverse simulated employees who vary in skills, experience, and motivation with reports on workflow, errors, delays, crisis events and costs.

Participants learn and practice “soft skills” with feedback and scores. Then they learn how to use the Bottom-Line Tool Kit in class, with “hard” electronic tools and metrics to apply back on the job. They integrate both sets of tools to effectively lead people and teams in a scorecard world. They make decisions to achieve “more with less”: more productivity & service-quality with fewer staff and costs, with *immediate feedback on results*. The simulation compresses months of real supervisory experience into 3 days, thus accelerating learning and retention. Fully customizable to your business.

#### LEARNING OBJECTIVES:

To increase speed, productivity, service-quality and cut costs, First Level Managers must become both Leaders and Strategic Business Decision-Makers. They learn to read simple financial reports and manage against a budget. They select, interview, and hire the best (employees) for each job. They learn to staff and control headcount, delegate assignments, set policies and maintain control. They quickly intervene to redirect individuals or teams going the wrong way. It is their role to constantly measure performance and communicate with all 4 generations, apply human resource policies, and avoid legal problems. First level managers must also create a healthy and safe work environment.

Soft skills learned are: (1) delegation, (2) (optional) behavioral-based interviewing techniques, and (3) performance appraisal with practice, scores and feedback. Managers learn to perform and integrate all 4 roles: (1) Productivity Manager, (2) People Team Leader, (3) Human Resources, and (4) Strategic Decision Maker. They learn to motivate top, standard, and sub-standard employees, while introducing valuable team-building skills for a corporate return on investment.

#### KEY LEARNING POINTS:

##### Hard Skills

- Four key roles of a manager - set priorities
- Forecasting work volume & capacity analysis
- Resource allocation and assignments
- Staffing, headcount control & hiring strategy
- Performance measurement and tracking
- Read basic financial reports and cost control
- Leading for customer service and quality
- Performance management process
- Team and individual goal setting
- Handle human resource policies and legal issues correctly
- Strategic business decision-making

##### Soft Skills

- Team formation and development
- **Delegation** - handing responsibility to others
- Apply “powers” of a manager
- Lead top, standard and sub-standard performers
- **Performance Appraisal** - measuring & communicating performance reviews
- (Option) **Behavioral-based** interviewing

#### RECOMMENDED FOR:

First level managers from all functions in any organization, with at least 6-18 months supervisory/team leadership experience and Foundations Course training or equivalent.

Length: 3 Days    PDU: 24    CEU: 2.4



# Bottom-Line Leadership

## Supervisors and Team Leaders

### Coaching, Counseling, Discipline

#### CURRICULUM OVERVIEW:

Hands-on learning model. Participants work and learn in a real-time, simulated work environment. Participants learn and practice leadership in a live, leaderless team of 3-4. Each "live" team collectively leads a "virtual" team of 5 diverse simulated employees who vary in skills, experience, and motivation with reports on workflow, errors, delays, crisis events, and costs.

Participants learn and practice "soft skills" with feedback and scores. Then they learn how to use the Bottom-Line Tool Kit, in class, with "hard" electronic tools and metrics to apply back on the job. They integrate both sets of tools to effectively lead people and teams in a scorecard world. They make decisions to achieve "more with less": more productivity & service-quality with fewer staff and costs, with *immediate feedback on results* from performance and financial reports. The simulation **compresses months of real supervisory experience into 3 days**. Fully customizable to your business.

#### LEARNING OBJECTIVES:

Participants learn to communicate with all generations in your workforce, especially Gen 'Y' and 'X'. They craft messages to convey desired targets and behaviors without offending staff. They analyze work and measure performance against standards. They build a skills matrix to organize work, then learn and practice how to: (1) coach people to improve performance, (2) counsel to solve people problems, and (3) discipline when counseling fails.

Participants master 2 key roles: #1 Productivity Manager and #2 People/Team Leader while learning to read simple management reports including basic financials to achieve MORE WITH LESS; more service-quality and productivity with fewer staff and lower costs. The goal is to connect soft skills with profitability.

#### KEY LEARNING POINTS:

##### Hard Skills

- Analyze jobs, work standards, capacity
- Know "Why people do NOT perform?"
- Analyze skills, skill ratings
- Build a skill matrix
- Track and measure performance
- Set team and individual goals
- Create development plans
- Achieve "more with less"; get increased productivity & service-quality
- Apply performance management process
- Document employee actions

##### Soft Skills

- Communicate with all generations in your workforce
- Motivate Gen "Y" and Gen "X" to stay and grow
- Craft a message to convey targets & behaviors without giving offense
- #1 Productivity Manager
- **Coaching** - guide individuals to improve performance
- Demonstrate/model desired behaviors
- Give feedback - timely and constructive
- Role #2 People/Team Leader
- Learn stages of team development
- **Counsel** employees to solve problems
- Apply training and on-the-job skills
- Understand motivation and morale
- **Discipline** when counseling fails

#### RECOMMENDED FOR:

Supervisors from all functions in any organization, who (will) lead teams of people and who have had little or no recent formal training in this tough front line leadership job.

Length: 3 Days    PDU: 24    CEU: 2.4