



# Bottom-Line Leadership<sup>®</sup> of Leaders

## Outline

### Day 1

#### **Seminar Overview**

#### **Key Issues Discussion**

- Turnaround challenge
- Financials
- Orientation
- Organization - multiple departments, jobs
- Meet 5 managers; 5 team leaders
- Role of information, resource management, performance standards & goals, and communication

#### **Operations**

#### **Production Management**

- Production reports
- Employees - skills
- Management principles
- Orientation to simulated operating area
- Overtime: trade-off decisions

#### **Assignment #1.**

Make initial round of decisions. Run simulated business segment of 5 departments.

#### **Leadership**

- Getting work done through other leaders
  - Assigning, hiring
  - Role of temporary workers; hiring
  - Training and development
  - Morale, absenteeism, praise and warnings
  - Delegation

#### **Capacity/Production Planning**

#### **Management Information Reports**

- Review of key reports
- Production management systems
- Forecasting and capacity analysis
- Production analysis
- Variance analysis
- Making business decisions

#### **Assignment #2.**

Make another round of decisions. Run simulated business segment. Prepare scorecard metrics.

#### **Leadership II**

- Staff planning
- 3 key managerial skills
- Manager development – training and coaching
- Staff acquisition/hiring
- Succession planning

#### **Prepare and Present Team Report Out**

### Day 2

#### **Performance Management**

- Productivity drivers
- Management information system reports
- Key Performance Indicators
  - Profitability
  - Productivity
  - Quality
  - Morale
- People decisions: assign, transfer, promote, praise, warn and terminate
- Automated forecasting

#### **Assignment #3.**

Rotate responsibilities and update leadership strategy. Run business simulated segment. Print reports. Update scorecard metrics.

#### **Quality/Customer Service**

- Leader's role in getting service and quality
- What drives quality performance?
- Cost of poor quality; Bad news
- Customer Service: timeliness & standards
- Productivity/Quality report

#### **Assignment #4.**

Develop team service and quality improvement plan, Run simulated business segment. Print reports. Update scorecard.



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### **Business Acumen Run a Business Financial Reports**

- Analyzing financial reports
- Analyzing productivity reports
- Prepare a financial plan and budget
- Computer-based budget spreadsheets
- Profitability drivers
- Break-even analysis

### **Assignment #5.**

Use budget tool and develop a profit plan.  
Be ready to present to other teams.

### **Assignment # 6.**

Modify profit plan. Run simulated business segment.  
Print reports. Update scorecard

### **Prepare and Present Team Report Out**

### **Day 3**

### **Change Management**

- Introducing change
- Managing for change
- Risk vs. Reward

### **Introducing a New Product**

- Financials for new product; price vs. costs vs. penalties for failure
- Setting up a new department
- Machine/staff requirements
- Where will the “New” Manager and team leader come from ?
- Training and developing staff
- Keeping the existing department going at the same level – while introducing the new product

### **Assignment #7.**

Prepare a risk/reward study of introducing the new product. Prepare plan to organize for the new product/service.

### **Business Acumen II**

- Financial reporting for 2 products
- Budgeting in a multi-product environment

### **Operations Impact**

- Impact of Additional Business
- Handling more orders
- Capacity re-planning
- Staffing and Equipment
- Disaster Planning

### **Assignment #8.**

Prepare budget and run simulated business segment with 6 departments and multiple products. Print reports. Update scorecard. Compare actuals to budget.

### **Assignment #9.**

Prepare Final Presentations on simulation experience including:

- Objectives & Results
- “Smart” Moves and Mistakes
- Lessons Learned in these areas:
  - Operations
  - Leadership
    - Staff development
  - Quality customer service
  - Sales & marketing (option)
  - Business acumen
  - Managing “offense”, “defense”, and on-going business
  - Leading change
  - Manage multiple products in a multi-department organization