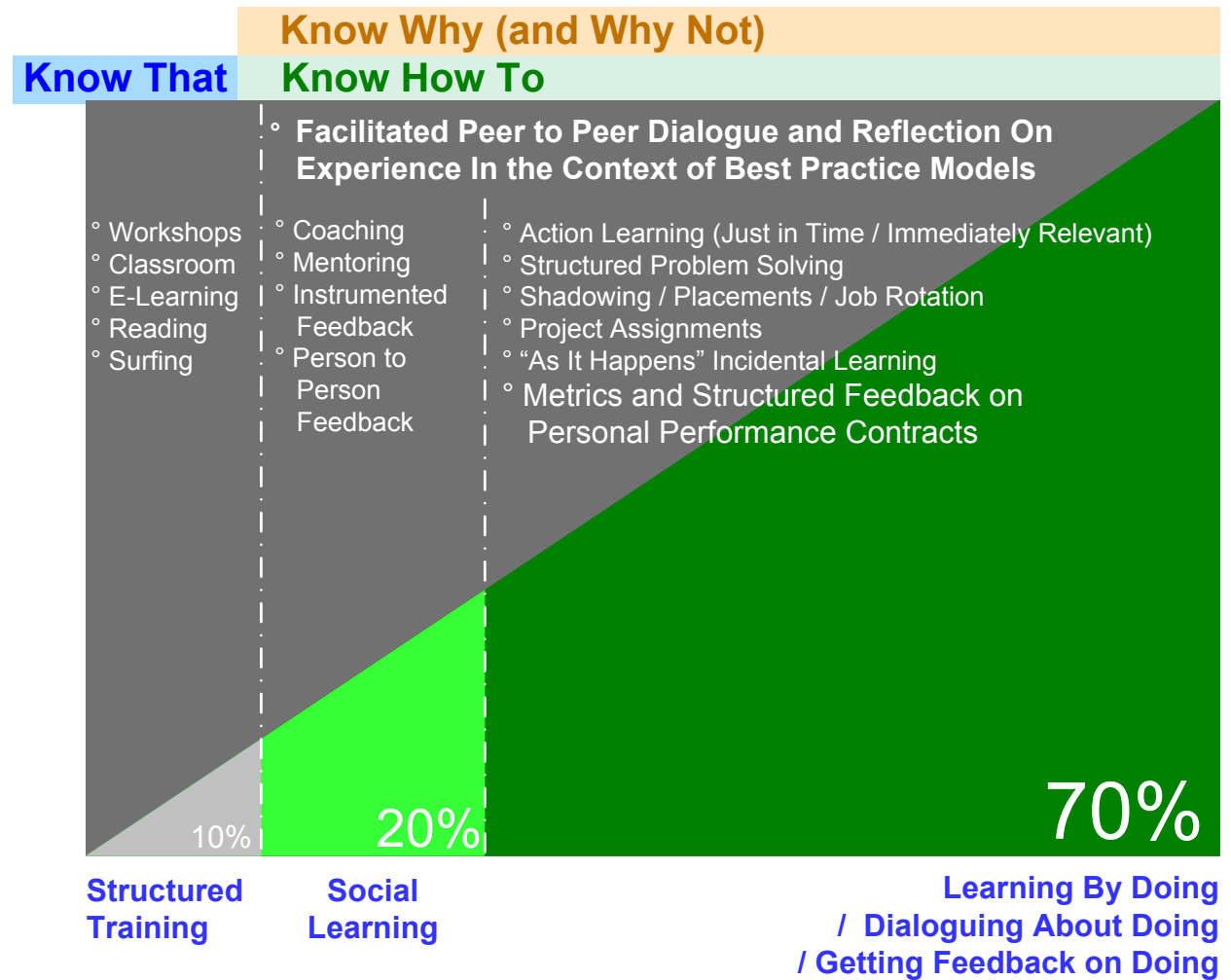


**Taking It Back to the Job:
Helping Managers Be
Better Doers and People Managers**

Developing Managers: What Works and Why

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**Programs that Create Real ROI
from Your
Management Development \$**

**Learning by Doing:
The CoachingOurselfs Program**

THE 20% IN 70:20:10

A peer coaching leadership development methodology that builds community, stimulates exchange of perspectives, and encourages team cohesion.

This is an innovative adaptation of the 70:20:10 approach to leadership development and organizational transformation created by Phil LeNir and Henry Mintzberg.

The CoachingOurselves peer coaching methodology uses 90-minute reflective

discussion modules to explore a wide range of topics. These modules were created by more than forty leading management thinkers, including Henry Mintzberg, Marshall Goldsmith, David Cooperrider, and Michael Beer.

CoachingOurselves modules cover a range of topics; *Catalytic Leadership*, *Beyond Engagement*, *Silos and Slabs in organizations* and more.

Modules are self-facilitated, or supported by a certified coach or facilitator with expertise anchoring and directing

reflective discussions for greater organizational impact.

The company was founded by Phil LeNir and Henry Mintzberg in 2007 and is used by over 10,000 managers in 8 languages. CoachingOurselves provides a cost effective powerful reflective learning experience to build community, stimulate exchange of perspectives, and grow team cohesion.



Senior leaders working together to break down organizational silos, facilitated by an HR business partner using the module 'Silos and Slabs in Organizations' written by Henry Mintzberg

75 REFLECTIVE DISCUSSION MODULES

....with high quality content written by world renowned management and business thinkers for peer coaching and organizational impact.

Each module combines our authors' perspectives and conceptual insights with guided discussions and exercises for structured 90-minute sessions. These sessions are the foundation to team interventions and leadership programs.

Discussion Modules:

Being a Catalytic Leader
Crafting Strategy
Dealing with the Pressures of Managing
Engagement: Beyond Buy-In
In Praise of Middle Management
Managing Cultural Change
Management Styles: Art, Craft, Science
The Play of Analysis
Silos and Slabs in Organizations
Smart Investments in Talent
Understanding Stakeholders

and over 60 more modules...

Written By:

Henry Mintzberg
Edgar Schein
Marshall Goldsmith
John Seely Brown
Phillip Kotler
Dave Ulrich
John Boudreau
Jonathan Gosling
Michael Beer
Nancy Adler
Jean-Claude Larréché
Ricardo Semler

and 30 more thought leaders...

INNOVATIVE SOLUTIONS

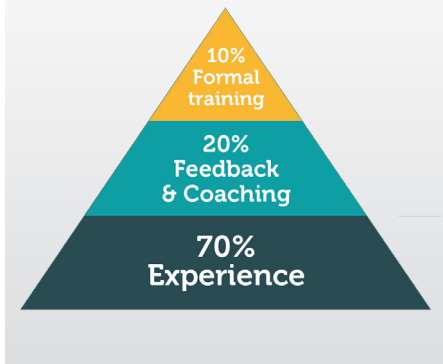
Program designers use our peer coaching modules to create powerful solutions to leadership and organization development.

With our peer coaching modules program designers have a flexible foundation to powerful interventions and programs. A coach uses our modules for group coaching with senior leadership teams, a leadership program designer embeds our modules between classroom events for peer learning and coaching,

and cohorts of leadership program alumni use our modules for self-guided continuous learning.



INTEGRATED 70:20:10 APPROACH



It's well understood in the field of learning and development that 70% of learning is informal, on the job, and experience based; 20% is coaching and mentoring; and 10% is comprised of formal learning interventions and structured courses. But what does this mean in practice?

With our approach organizations have a proven, cost effective approach to deliver on the 70:20:10 framework.

Only CoachingOurselves structures the peer learning and coaching of the 20%,

with the reflective learning crucial to the 70%, all in a library of practical tools developed by world renowned management and business thinkers.

TESTIMONIALS



"ROI? Strong working relationships; managers becoming better people managers; better decision-makers; improved processes and efficiencies, and increased organizational well-being! Based on those results, we are now deploying the CO sessions throughout the entire organization to further drive change and integrate our culture of <Great People, Great Experience>. Thanks CO for being awesome!"

- Diane Boulet, Senior Director of Corporate Development, Brother Canada

"In 2013, we launched a series of CoachingOurselves Reflection Cafes (90-minute workshops) with managers and professionals from cross-sections of the University. These sessions were easy to administer: we could choose from the CoachingOurselves catalog of over 75 management and leadership topics and facilitate them ourselves.



McGill

The workshops provided immediate results. Feedback from the sessions was overwhelmingly positive. The 90-minute learning format allowed people to engage in shared learning, without missing a day or even a half-day of work. There was rapid alignment among managers, and the networking and collaborative learning provided benefits beyond the material itself."

- Johanne Houle, Director of Organizational Development, McGill University



"Over the past 6 months we have been using Henry Mintzberg's CoachingOurselves approach and discussion modules as part of our group coaching service offering. The topic discussion guides have enabled us to add targeted 90 minute sessions with world class content and a unique collaborative approach. It blends seamlessly with a group coaching intervention, encourages managers to be action oriented and results driven and is a great additional value."

- Daniel Lesage, IMC, PCC, Partner at André Filion & Associates Inc. An Organizational Psychology and Career Management Firm

"It has been the best training program I've experienced over the 30 years since I joined the company."

- Chieko Kamiyama, Global Marketing and Sales Planning Department, Nissan



Foundations of Management

Accountability: It's a Three-Minute World
Learn methods for increasing accountability and gain insight into the challenges which inevitably surround accountability.

TL, SM, NM

Analyzing Employee Performance
A process for analyzing employee performance.

TL, SM, NM

Chairs, Hubs, Webs, and Sets
Consider Mintzberg's model of organizations as chairs, hubs, webs, and/or sets to appreciate how varied managing can be within these different forms.

TL, SM, NM

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

TL, SM, NM

Dealing with the Pressures of Managing
Appreciate the inherent characteristics of managerial work (the heck-pick, the fragmented work, etc.) as outlined by Mintzberg and consider how best to deal with these challenges.

TL, SM, NM

Decision Making: It's Not What You Think
Mintzberg asks you to contrast "thinking fast" with "thinking slow" as you approach to decision making differently to appreciate some key organizational decisions differently.

TL, SM, NM

In Praise of Middle Management
Become aware of the valuable roles middle-level managers play in organizations especially related to managing change, and reflect upon your involvement in these roles.

TL, SM, NM

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

TL, SM, NM

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

TL, SM, NM

Managing on the Edges
Consider managerial roles in relation to other components of the organization and the outside world, with a concept of "managing on the edges" - how to balance the outside forces coming into your unit.

TL, SM, NM

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

TL, SM, NM

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

TL, SM, NM

Seeing Beyond Belief:
Observational Skills for Managers
Understand how you observe the world and interpret events impacts the way you manage and your effectiveness.

TL, SM, NM

Site and Shifts in Organizations
Consider how the site and shifts in organizations (formal structure, site and shifts) the challenges they present to managing and ways to manage across and beyond them.

TL, SM, NM

Engaging People

Simply Managing: From Reflection to Action
Examine the five models that underlie the practice of managing and learn how you can weave them together to become a more effective manager—individually and in collaboration.

TL, SM, NM

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

TL, SM, NM

The Play of Analysis
Recognize situations where you overset analysis (usually by analysis?) or underdid it (functioning by instinct?), and think about how to get the balance right.

TL, SM, NM

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

TL, SM, NM

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

TL, SM, NM

Driving Change

Changing Things: What and How
Explore frameworks of "changing what?" and "changing how?" in order to better do so within your scope of responsibility.

TL, SM, NM

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

TL, SM, NM

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

TL, SM, NM

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

TL, SM, NM

Ten Ways to Release Change and Ten More Ways to Release Change
Appreciate the nature of change and learn new ways to release change to quickly and easily achieve your goals at no added cost.

TL, SM, NM

Two Models of Change
Consider and perhaps combine the change models 7 Universal Principles for Making Change Happen (Belen) and the 5-Step Critical Path to Change (Wheeler) to more effectively manage change in your organization.

TL, SM, NM

Fortifying Culture

Global or Worldly? Diversity in the 21st Century
Strike a balance between being global, applying homogeneity, and being worldly, which involves exploring diversity in their culture, organization, or even just departments, to broaden your worldview.

TL, SM, NM

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

TL, SM, NM

Knowledge Sharing for Innovation—The Why, What, and How
Explore informal ways in which knowledge is shared in your organization and ask yourself if they could be enhanced by certain policies and practices for transformative change.

TL, SM, NM

Measuring Culture Change: Beyond the Status Quo
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.

TL, SM, NM

Models of Human Behavior
Understand important models of human behavior and explore what affect the prevalence of one model has on your organization.

TL, SM, NM

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

TL, SM, NM

Probing Into Culture
Discuss the pressing moral issues facing your organization and learn how moral concerns can become more open and active within your organization.

TL, SM, NM

The Players of Cultural Change
Recognize the range of different behavior patterns that emerge over a culture change has been shaped and how you can work with them to ensure sustained change.

TL, SM, NM

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

TL, SM, NM

Leadership

Appreciating Appreciative Inquiry
Appreciate the power of appreciative inquiry through Cooperative's pioneering, strength-based Appreciative Inquiry (AI) process.

TL, SM, NM

Being a Catalytic Leader
Enrich a catalytic leadership paradigm, where leaders at all levels are responsible for creating a positive, strategic impact around tough issues, and think systematically and strategically for long-term impact.

TL, SM, NM

FeedFORWARD Instead of Feedback
Practice a dynamic technique called FeedFORWARD designed to encourage team members to positively impact morale and increase productivity.

TL, SM, NM

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

TL, SM, NM

Fit to Lead
Increase your energy level, better meet your work demands, and provide a healthy lifestyle by incorporating simple health tools into your day-to-day reality.

TL, SM, NM

From Top Performer to Manager
Reflect on how the skills required to be a top performer are different from those needed to be an effective manager. Discover how you can better help individuals prepare for their roles as managers.

TL, SM, NM

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

TL, SM, NM

Lenses for Leadership Insights
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.

TL, SM, NM

Lessons from Machiavelli and Lao-Tzu
Extract valuable lessons regarding power and empowerment from two extreme models—Machiavelli's leadership and a more participatory, empowering leadership style.

TL, SM, NM

Managing Metaphors
Create and discuss effective metaphors that inspire new approaches to managing and spur action.

TL, SM, NM

Managing on the Planes of Information
Rely 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.

TL, SM, NM

Managing to Lead
Consider how your approach to effective leadership to balance your personal leadership style and clarify how you can contribute to a well-led organization.

TL, SM, NM

Venturing and Innovating

Brand Building for Every Manager
Discover how all managers can build a brand, linking all organizational activities are aligned, independent, and integrated.

TL, SM, NM

Redesigning the 21st Century Workplace
Appreciate the importance of redesigning the workplace practices that have attracted attention worldwide.

TL, SM, NM

How Global Should Our Firm Be?
Understand how global your firm should be by exploring the options of the industry you compete in.

TL, SM, NM

Igniting Momentum with Customer Insights
Discuss four ways to systematically investigate your customers' needs and learn how you can apply these insights to your organization and the potential barriers to success.

TL, SM, NM

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

TL, SM, NM

Thinking Entrepreneurially to Grow Your Business
Uncover new opportunities and help influence the success of your organization through a variety of entrepreneurial techniques.

TL, SM, NM

TL	for front-line employees
SM	for Middle Managers
NM	for Senior Managers
NP	topic available in a Not-For-Profit version

Why CoachingOurselves?

1. Fits the 70-20-10 reality of how managers learn and grow
2. Content developed by the leading edge management faculty
3. Wide module choice allows means effective fit to your culture and your business goals
4. Not just theory - Mintzberg makes it work for 4 university MBA programs.
5. Solid Client base- leading edge for profit and not for profit organizations - it works



Used by organizations around the world



Testimonials

"I participated with great interest in the CO development session with my management team...Working in groups of four to five, this method was thought-provoking and led to fruitful and lively discussion. It also enabled us to share our experience and savoir-faire, which in my opinion is one of the strengths of this approach—drawing from each person's knowledge and sharing it against a backdrop of credible information from reputable authors."

-Bernard Petiot, VP Casting & Performance, Cirque Du Soleil



"ROI? Strong working relationships; managers becoming better people managers; better decision-makers; improved processes and efficiencies, and increased organizational well-being! Based on those results, we are now deploying the CO sessions throughout the entire organization to further drive change and integrate our culture of <Great People, Great Experience>. Thanks CO for being awesome!"

- Diane Boulet, Senior Director of Corporate Development, Brother Canada

"CO is an excellent way to bring leadership teams together. It gives us a common theme to explore and an opportunity to discuss each others learnings and experiences. When everyone is focused on managing their individual teams it is never easy to build the leadership team. Yet in slightly more than an hour with a CO topic you can get much more than hours and hours in workshops."

- David Marshall, Global Head of Marketing and Sales Development, Syngenta Crop Protection AG



"As a group, we thoroughly enjoying using "CO". Some of the material was new to us, some was familiar but framed in a different way, and some gave us a new framework and new language to incorporate immediately into our group dynamic. The content was great, but the biggest benefit to us came from the interactive discussion, and taking protected time to share and explore together. "

-Marie Lauzon, Executive Director, YSSN

"Our core organizational learning issue has always been how to make it 'real' and relevant to the specific individuals and specific organizational context of the participants. There's no shortage of approaches that 'do development to people'; we were looking for an approach to enable individuals to make their own development meaningful to them and benefit the organization. In CoachingOurselves we found it"

- Graham Barkus, Head of OD, Cathay Pacific

CIRQUE DU SOLEIL.



Why Roelf Woldring?

1. "Been There: Done That" - invested millions in developing managers over course of his career - learned what works and what does not (and why) through experience
2. Takes a "Total Talent Management" approach to developing managers - passionate about developing the talent of individuals
3. Innovative doer with a life long history of growing subordinates to be better than they thought they could be

4 Client Service Offerings

Learning By Doing:

Facilitating Peer to Peer Social Learning and Reflection on Doing Manager Groups using the **CoachingOurselves** approach

Follow Up Skill Development:

Face to face individual feedback, coaching and group in-depth skill development sessions based on WCI Press's e-learning programs:

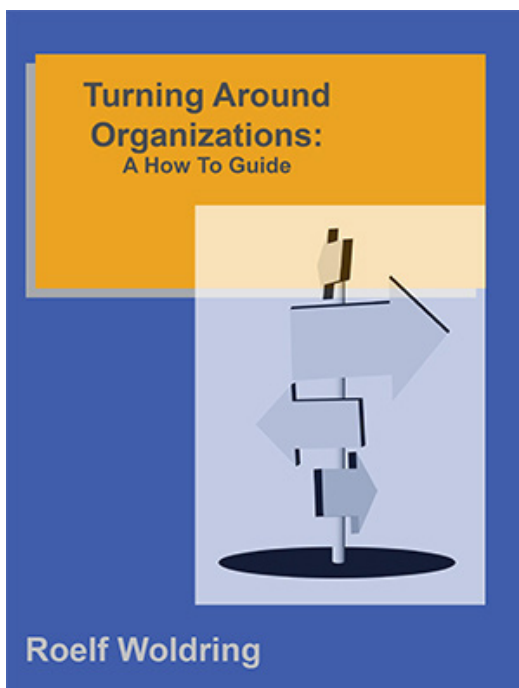
1. "Becoming a FeedBack Wizard"
2. "Becoming a Interview Wizard"
3. "OMG: My Boss Says that I Have to Coach"

One on One Intensive Self-Awareness Coaching:

Using instrumented personal feedback tools:
- WCI Press's "**Competency Styles®**" Workbooks
- California Psychological Press's "**Myers-Briggs Step II**" self insight tool
- Hay Group / Daniel Goleman's "**Emotional and Social Competence Inventory**"

Performance Contracting Consulting and Coaching:

"Contract ForThe Future, Don't Appraise The Past"™
Performance management consulting, coaching and workshops for organizations making the transition from **backward looking performance appraisal** to **forward shaping performance contracting**



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