

## **THE WINNING MANAGER – COURSE SYNOPSIS**

<b>Objective</b>	<p>The course will help students with increased awareness of what it takes to become effective at senior levels, through key initiatives, effective execution, influencing / inspiring /empowering people and managing change effectively. The perspective adopted while designing this course is of a senior executive who has the responsibility of driving change and thereby impacting the performance of the firm in a significant manner. To this end, the course also strives to inculcate the habit of self help &amp; self improvement in the manager - key ingredients for success in a competitive world.</p>
<b>List of topics covered</b>	<ol style="list-style-type: none"> <li>1. The Courageous Follower</li> <li>2. Power – a key skill needed to ‘drive change’</li> <li>3. The science of persuasion</li> <li>4. Why successful leaders need to change - how to become even better?</li> <li>5. Why do companies fail – The Kodak Example</li> </ol>
<b>Topic Synopsis</b>	<ol style="list-style-type: none"> <li>1. <u>The Courageous Follower – Standing Up To &amp; For Our Leaders</u>  <p>Essence is to “Build Organizational Excellence Through Leader-Follower Collaboration”. Each leader is a Follower and each Follower is a leader. Courage is a pre-requisite to healthy relationships and to achieve a fulfilling work environment.</p> </li> <li>2. <u>Power – a key skill needed to ‘drive change’</u>  <p>Change is a constant in a growing organization and to drive change – apart from resources – one needs power. The program attempts to build qualities in leaders that create power – being essential to “change lives, change organizations, change the world”</p> </li> <li>3. <u>Science of Persuasion</u>  <p>Corporate leadership’s fundamental challenge is getting things done through others. This challenge is painfully familiar – playing “Because I’m the boss” card doesn’t work out. Persuasion skills exert far greater influence over others’ behavior than formal power structures do. The program discusses scientifically validated factors that influence people to say YES to the request of others.</p> </li> <li>4. <u>Why successful leaders need to change - how to become even better?</u>  <p>Successful leaders who want to “go to the next level” and get even better – invariably need interventions on their behavior patterns. Many times they have no idea how their behavior is coming across to the people who matter – their bosses, colleagues, subordinates, customers and clients. The program deals with “what the successful leaders need to learn - what to stop or what not-to-do”</p> </li> </ol>

	<p>5. <u>Why do companies fail? – The Kodak Example</u></p> <p>Students first undergo a group discussion of a published case of Harvard Business Review (HBR) – “Kodak and the Digital Revolution”. The case is discussed from the perspective provided in another HBR article “The Hidden Traps in Decision Making”. Thereafter, the decision making biases which largely contributed to ‘Kodak’s downfall’ are highlighted and the program concludes by identifying the lessons learnt from the same.</p>
<p><b>Indicative Session Plan</b></p>	<p>Each of the 5 programs in the course require about 3 hours each</p>
<p><b>Pre-requisite for Participants</b></p>	<p>Basic awareness of key functions in an organization, like Sales &amp; Marketing, Finance, HR, Purchase etc.</p>