



Helping General Managers Make Practical Decisions

The Center is a **professional development organization** and the **standards body** for general management.

We help new and experienced general managers collaborate in **practical decisions** by sharing a simple set of tools written in a standard language. Speaking the same language is essential to any collaboration *and* eliminates many soft skills problems.

Thinking like a CEO

A general manager's P&L responsibilities require them to make practical decisions that involve every management discipline. **In short, they have to think like a CEO.** But new general managers often come up from one discipline and do not yet have the knowledge needed to work cross-functionally. Nor do they have the time and \$60,000 for an MBA.

Level 1

1. Structure
2. Marketing and sales
3. Operations
4. Information
5. Human resources
6. Finance

We train general managers in the common tools and standard language essential to cross-functional success: **The General Manager's Toolkit** and **The General Manager's Index of Terms**. See www.theindex.net.

Knowledge and skills provide great ROI

How can an organization capitalize on specialized skills unless generalists get everyone to connect? Great generalists build a lasting **culture of collaboration** that returns:

- Measurably better performance on plans and projects
- Fewer errors from miscommunication, often wasting 10% of time
- Increased innovation from seamless knowledge transfer
- Stronger inter-departmental connections and higher morale
- **A faster and more effective succession plan**

"The Center's Management Self-Assessment provided extraordinary results. After the short training, our team spotted both our gaps and strengths and then agreed quickly on the priorities."



LEARNING DESIGN

Objectives: Life-long learners

1. Making the most common set of core management decisions
2. Speaking the standard language of management
3. Finding the best resources quickly
4. Coordinating the work of people from all six management disciplines

*The GM's Index of Terms is not just a library,
it's a framework for collaboration and learning.*

Cohort: Bonding and community

Each learner **works with their supervisor** to integrate this training into their performance review. Working in small **cohorts, learners** build collaboration skills, enrich their experience and build internal **connections**. Of course, learners have a CMTP **trainer** to provide structure, resources and encouragement.

Schedule: Fast-paced, project-based

- Each step takes two weeks, 5-6 months total
- Each step includes a 2-hour session with group work on real decisions
- Cohorts record, share ideas and present their big ideas
- *Program administration and module design details are available*

Self-funding

- The learner's projects often save more than program costs
- Substantially less expensive than an MBA
- Includes Center membership

The Question Map and The GM's Index got my team asking questions at a very high level. We now use the Question Map to make major capital decisions. – Bryon Johnson, CEO, MCD, Inc.



TRAINING MODULES

Collaborate on core decisions with the standard **tools, terms and practices.**

0. Preparation and follow-up

- Study The GM's Toolkit and The GM's Index of terms (www.theindex.net)
- Identify "live" internal issues: e.g., a capital decision or budget challenge
- Assess trainee's skills, gaps and goals with supervisor, mentor and trainer (online)

1. Make a capital decision (case): Don't miss anything

- *Key tool (planning): Question Map*
- Debate definitions in *The GM's Index*
- Homework: Catalog what you don't know

2. Analyze cost/benefit: Deliver ROI, not wishful thinking

- *Key tool (analysis): Cost/Benefit Summary (case)*
- Learn about precision vs. truth

3. Make a capital decision (live): Reality is messy

- *Tools: Question Map and Cost/Benefit Summary*
- Homework: Map and analyze a live issue

4. Analyze team effectiveness: Who does what

- *Key tools (analysis): Management Self-Assessment*
- Homework: Run Level 2 analysis on a business unit

5. Optimize a process: Faster, better, cheaper

- *Key tool (analysis): 2-Level Flowchart*
- Homework: Reduce a process's steps by 10%

6. Allocate money: Optimize with less

- *Key tool (analysis): Zero-Based Budget Worksheet*
- Homework: Think of 3 projects to improve speed, cost and quality in your department

7. Remove barriers to action: Use time to maximum efficiency

- *Key tool (execution): Projects summary*
- Homework: Summarize, then optimize all the projects you want to work on

8. Plan a live project: Manage up, down and sideways

- *Key tool (execution): 1-Page Project Planner*
- Home: Plan a project. Improve inquiry skills

9. Craft a vision: Think like an entrepreneur

- *Key tool (planning): 5-Year Look (case)*
- Pair off and then compare
- Homework: Create a 5-Year Look for your organization

10. Create a strategic plan: Connect the dots

- *Key tool (planning): Goal Tree (right)*
- Create a Goal Tree for Antique Coffee
- Homework: Abstract a goal tree for your organization



Goal Tree

Updated: May 1, 2018	Priority	Scale	Rank	Start	End	PM	\$Ks	Hrs	Primary	Goals	Con
STRUCTURE											
Create campus master plan	H	M	H	LM			30.0	200	111	Facil	56%
Plan board self-evaluation	M	L	L	DT			0.0	24	11.0	Using	
Evaluate new product ideas	L	L	L	BR	TBD		60	60	2.12	Index	
MARKETING & SALES											
Update logo	L	M	L	BD			9.0	90	2.1	Using	
Complete competitor research	H	L	L	KL			12.0	24	2.5	Teleg	
Plan annual customer satisfaction survey	H	M	H	KL			2.0	26	2.2	Use s	
OPERATIONS											
Change steel vendors	M	L	L	BR			20.0	80	3.1	Cons	
Upgrade packaging machine	M	M	H	LM			25.0	100	3.3	Before	
Rework assembly line 2	M	L	L	DT			250.0	1000	3.3	After	
INFORMATION											
Upgrade ERP module X	H	M	H	AA			30.0	80	4.1	Updat	
Install and train in business intelligence software	M	L	L	KL			36.0	100	4.2	Compl	
Move office applications to the cloud	L	L	L	KL			12.0	26	4.3	Plan C	

Projects Summary



TRAINING OPTIONS & CUSTOMIZATION

The training steps on the previous page can be modified to each organization. Other ways to tailor and enrich our training are:

Introduction to general management

A half-day “bootcamp” using our “Antique Coffee” case to make a **capital decision** and then learning our Five-Year Look to craft a **vision**. We close by a structured discussion of the **personal qualities** needed to bring a vision to life. Participants learn practical tools, get introduced to the common body of knowledge—The GM’s Index—and can **assess** with their supervisors whether general management is right for them.

Communication coaching

We believe speaking a common language can eliminate a great deal of “soft skills” training for conflict resolution, change management, motivation and so forth. That said, we call all improve in how we transmit our great ideas.

When Napoleon was asked to promote a lieutenant, he said, *Show me something he’s written!* While we have coached dozens of executives in critical presentations, we believe **excellent communication stems from excellent writing**. Our *Better Business Writing* workbook helps people express their critical ideas clearly and succinctly.

Team-building

We can collaborate with local firms to integrate soft skills training, including team development and working with different or difficult personalities.

One alternative is **Full Sail Academy**, using sailing as a compelling experience and metaphor for how people depend on each other to survive, compete and adapt to changing conditions.

3C leadership coaching

While many people are both, managers and leaders require different traits. ***Managers help people work together; leaders inspire others to take a risk.***

We believe leadership cannot be taught, but it can be awakened and developed. We believe leadership is primary about **courage, compassion** and **curiosity**. While we cannot teach these things, we can coach experienced managers to build on their inherent qualities.