

A background image showing two men in a professional setting. One man is seen from the back, wearing a light-colored button-down shirt, while the other man, a Black man with short dark hair, is facing him, wearing a dark t-shirt. They appear to be in a meeting or conversation.

# EANJ Manager Academy

## Leader Guide

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This is a resource guide for the managers, leaders and mentors of program participants. **You are an essential part of their learning journey.** Use this guide to learn more about the program and what you can do to support participants.



manager  
academy



# Manager Academy Framework

Course 1: Managers That Matter

Course 2: Leveraging Your Emotional Intelligence

Course 3: Conversations That Matter



1 program



3 courses



4 - weeks each



30 minutes/week



# Managers That Matter

This first course in our program lays the foundation for the work of becoming a great manager. We will review why managers are essential in today's workplace, get clear on what it takes to be a great manager and build commitment for the work required to be a great manager.

## Objectives

Learners will create for themselves:

- Clear picture of what success as a manager looks like
- Self-motivating vision of the manager they want to be
- Confidence and commitment for key shifts required for personal success

## Key Topics

- Managers Then and Now - Key Shifts Required for Success
- Attributes of a High Impact Manager - Self Assessment
- Reflection: Inspiring managers and the impact they've made on you
- Intention: Why kind of manager are you going to be?
- Adopting a Growth Mindset: The Power of Getting Better



## Conversation Starters

- Tell me about the Manager Aspiration you posted as part of the class. What do you think is the essence of being a great manager?
- Learn more about Growth Mindset and discuss what you can do together to create a growth mindset culture by [watching this video](#)
- Ask your participants what they have identified as a development opportunity and follow up.



# Leveraging Your EQ

The purpose of this course is to enlighten participants to the importance of EQ (shorthand for the measure of emotional intelligence,) and build their capabilities in: self awareness, self control, empathy and relationship building.

## Objectives

Learners will :

- See the importance of EQ in their professional and personal lives and understand the key capabilities
- Identify which capabilities they need to build
- Develop new practices and habits

## Key Topics

- Rethink what it means to be smart
- The biology of emotion
- Self-Awareness: Get to know yourself more deeply
- Self-Regulation: Disrupt yourself!
- Developing your leadership SWOT
- Empathy: Building your superpower
- Social Skills: Collaborate with others for success



## Conversation Starters

- What did you learn about your emotional triggers. Where do you think they impact you most in your role as a manager?
- Which area of Emotional Intelligence do you think you need to work on the most? Self Awareness, Self Management, Empathy, Building Relationships? What is your plan?
- Let's go over your leadership SWOT together.
- How are you going to do to build a more emotionally intelligent team? What benefit will it have to our clients/customers?





# Conversations that Matter

This course covers the essential skills and mindset needed to coach people for improved performance. We will share and practice a simple model for giving feedback, helping employees identify development areas.

## Objectives

Learners will:

- Shift from “Tell to Ask”
- See their role shift from “judges/evaluators” to coaches
- Reframe feedback from critical to strengths-based
- Practice coaching using High Impact Questions

## Key Topics

- Your role as coach
- Essentials of communication – listening, observing, questioning and verifying
- The Coach’s Mindset: Growth vs. Fixed
- Coaching conversations framework and practice
- Having impact as a coach that cares
- Developing people
- Performance communication



## Conversation Starters

- What was your biggest “a-ha” in this section
- What was the biggest shift between the way you were coaching and the way you are coaching employees now?
- How did it go when you used the Conversations That Matter approach?

## Completion

By the end of the program participants will have:

- Reviewed and reflected on 10 hours of self-directed content
- Developed and shared their personal Manager Manifesto
- Practiced and developed skills in three 90-minute virtual workshops
- Interacted with, learned from, and built relationships with peers
- Applied learning with real-time work projects for each course
- Reflected on learning and future commitments using our
- Completion workbook



**How can YOU  
extend the  
learning within  
your practice  
leveraging  
your  
graduates?**

**Discuss opportunities with others in the team?**

- Map course content to organization development needs and have graduates teach with aid of course resources
- Support development of organizational-wide Manager Peer groups (community)
- Use project structure for applied learning

# Your Support

- Use the conversation starters
- Follow-up on their progress
- You can audit any of the courses in the program

Develop a plan with a combination of both public and private interactions to:

## Recognize

- Acknowledge work required to complete
- Share meaning of being a good manager and how great managers can impact the organization
- Request that graduates teach the rest of the organization



## Thank you

Thank you for allowing your managers invest in their improvement

Feel free to contact any time during the program with questions. If you would like to audit any of the course, please let us know. If you have any issues with downloading any of the resources just reach out to us.