



Manager✓ Leadership

PROGRAM

Glass of Learning | STRATEGIC LEARNING SOLUTIONS

Manager Leadership Program

This program is designed for a manufacturing audience and is intended to build on fundamental leadership skills for mid-level managers. The program is further customized to suit the language, scenarios, and situations of each client.

Glass of Learning's Leadership Road™ Programs are interactive, fun and engaging as participants work with their peers to master leadership principles.

The program further develops concepts, models and tools introduced in the Supervisor Leadership Program. Having the organization use a shared method for leading teams, leads to a more collaborative workforce as leadership will be consistent in their approach. This outline describes a variety of topics available, and the final program focus can be tailored to suit the priorities of the organization.

Learning is applied in multiple weekly follow up activities to practice and retain the learning. Participants complete the activities in conjunction with their regular work projects so that learning is woven into their managerial tasks. We will work with you to identify the key areas that will be aligned in the program follow up. Each week participants are required to submit several badges on lessons they have learned. Each submission is manually reviewed, and individual coaching is provided to the participants on their submissions. The program requires participants to integrate the learning with their daily work activities in addition to mentoring direct reports and completing an in-depth project throughout the duration of the program. This process ensures that the learning is incorporated into their management approach, and tracks participant progress to improve individual leadership capability.



This program is designed for mid-level leaders, and team or department managers responsible for delivering results and the performance of the team. The front line drives the bottom line, and the organizational benefits include developing high-quality leaders who can achieve company standards and deliver results. The Manager Leadership Program builds on the concepts introduced in the Supervisor Leadership Program to enhance their ability to deliver results while creating a common leadership language and greater depth of knowledge within the organization.

The duration of this program is typically 8-months and participants are to be given designated time during work hours to attend and apply the learning to their work environment. A key priority of this program is to not only increase the understanding and capacity of their own leadership skills, but also those of their direct reports. This will be guided through the learning process and with the help of the direct manager. High quality training that attracts and retains talent and sets the organization up for the future are critical to organizational success.

Personal Benefits

- Growth in self-efficacy as measured through a post-program assessment.
- Understand that accountability and ownership are key to your leadership role.
- Build relationships and increase collaboration with peers in their location and across the organization through group activities and shared knowledge.
- Further develop direct reports to shift responsibility to appropriate levels while growing capacity in others.
- Increase personal credibility and influence as a leader by developing the courage of your convictions.
- Deeper understanding of the business, a leader's impact on work performance and the team.

The Journey



Discovery

To build context and relevance for participants, interviews and focus groups are conducted with senior leaders, department managers, shift managers and operators.



Customization

The program case studies, practice scenarios, examples, and application, are customized to suit each audience.



Virtual or Live Sessions

Classroom or virtual sessions teach each module; follow up and learning transfer is available on-line.



The Learning Process

Six modules are taught in 2-day learning increments.



Preparing Managers
1-day virtual session:
sampling of content
& understand their
support role



**Managing
Performance
and Transition
to Leader**



**Communicating
Effectively**



**Managing
Time**



**Conflict
Resolution**



**Leading
Productive
Teams**



**Leading
with Truth
& Trust**



Graduation
results driven
final project



Leadership Road™ Learning Transfer Badging Website



Weekly Roadmaps
Complete learning transfer
activities and submit a lesson
learned for badge approval



**Badges
To Build Culture**
Tell us one thing learned
or behaviour changed



Leaderboard
Track your progress



PitStop
Chat with colleagues in
the discussion form



Pass the Trophy
Share your success stories



Coaching

Each participant will have a 2-hour coaching call that will follow up on submissions, successes and challenges in the program.



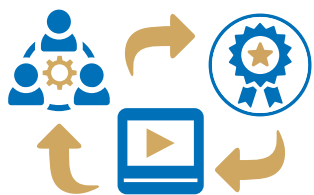
Programme Metrics

Customizable metrics ensure participants are retaining the learning and meeting business needs.



The 70-20-10 Model

We use the 70-20-10 Learning Model, which has **10%** of the learning happening in the classroom. Classroom Training is experiential – which is the process of learning through doing. Participants take part in activities that are related back to their job and the impact on the workplace. Mentoring and coaching are, **20%** Mentoring & Coaching (by the Glass of Learning team and direct managers) and **70%** is On-the-Job Experience. This creates optimal sources of learning.



The Learning Process

Each week participants are asked to complete certain required tasks and reflect on their learning. Research shows that reflection is the deepest form of learning as participants process how they have applied the practice. This is reflected back in the weekly badge submissions. The Manager Leadership Program has 3 weekly required badges, all of which are manually reviewed and approved. Badges include: applying a model or concept to the workplace; reviewing additional leadership resources provided (blog, podcast, video), and reading a book chapter in John C. Maxwell's book The Leaderships Handbook - 26 Critical Lessons every Leader Needs and answering questions related to the chapter.

At the end of each 8-week learning cycle, participants create a 1-2 min testimonial video of what they have learned. This is compiled and shared at the next group session. This creates relevance for participants as they learn from their peers and provides an opportunity for senior managers to see how their leaders feel about what they are learning and how they are progressing.



Supporting Managers

To assist managers in guiding and coaching, clearly defined roles are available for Plant and Line Managers. A “Keeping on Track” infographic, provides a quick reference on why this format process of learning is necessary and gives ideas for follow up with participants to keep the team connected during the learning.



Programme Metrics

To measure behaviour change and performance, a series of surveys will be conducted: programme reaction, knowledge tests after each set of modules, behaviour changes observed by Plant and Line Managers, and a pre- and post-self assessment on leadership skills. Key Performance Indicators such as turnover, grievances, safety incidents and succession planning will be tracked.



Graduation

An individual location project is worked on throughout the duration of the program. This project will take 100 days and the results and application of the learning will be presented at the location graduation event. Projects will need to include the managers team, and line managers or supervisors to complete, and requires participants to use the leadership skills they are learning. All projects are pre-approved by plant management, and when presented, individuals will share the results of their project as well as their key learnings. Senior Managers will share the leadership changes they have seen in the participants during the learning process.

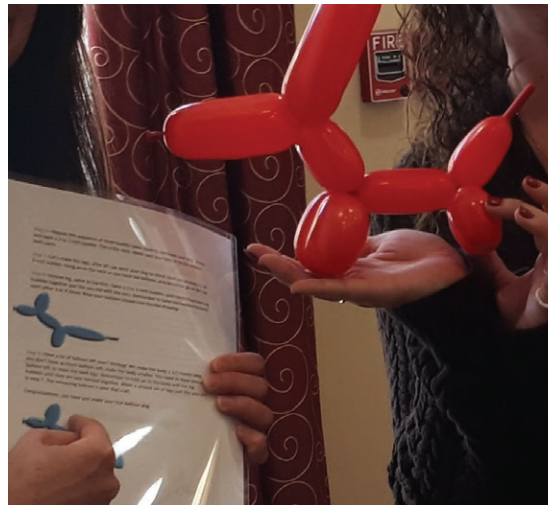


Blended Learning

Blended learning has both synchronous learning (learning that happens at the same time for the instructor and the learners, meaning that there's real-time interaction between them) and asynchronous learning (learning that happens independently for the participant). This process enables learners to continue their learning on their own, at a time and place convenient to them.

Synchronous learning happens with a live facilitator either in a classroom, or virtually. This learning is colorful, interactive, and experiential in nature, which consists of learning through doing. This process builds engagement, creates understanding, and helps to retain the learning. Each of the six content modules follow one theme. This theme is explored in depth with the synchronous training and followed up with asynchronous training to reinforce and support the learning.

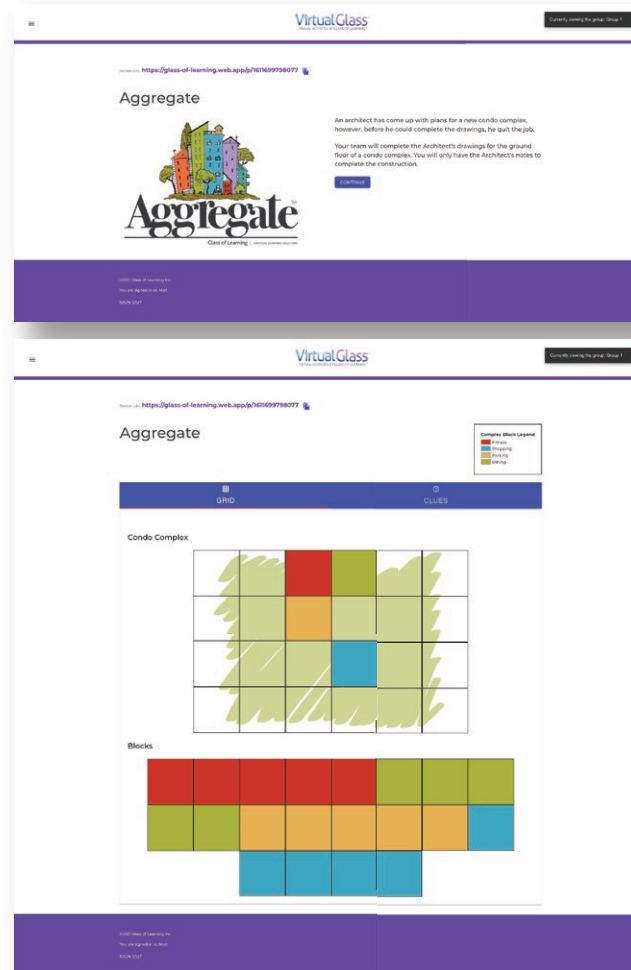
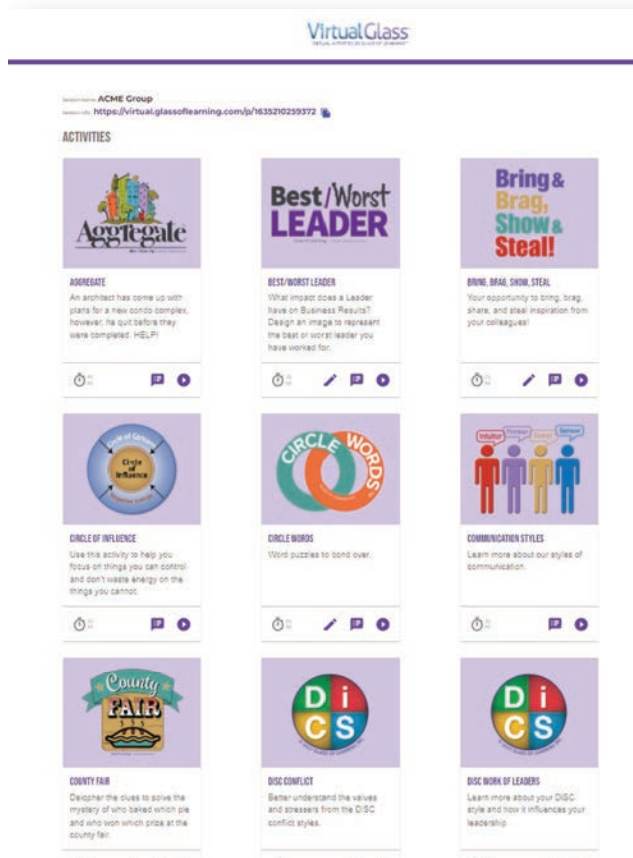
Participants will work collaboratively with their peers both in the session and after the session as they take part in discussion forums, group follow up tasks and project work. This process builds bonds between leaders within a location and across locations as participants work together throughout the learning process.



VirtualGlass™

VIRTUAL ACTIVITIES BY GLASS OF LEARNING™

VirtualGlass™ Platform is our proprietary virtual learning platform that recreates classroom activities in a virtual environment that enables gamification and experiential or activity-based learning. This provides opportunities for teams to create charts to share with the larger group, and then retain the information as a document. The platform includes team activities such as card sort, scenarios to review, following a model, flip charts, post it activities, card games, and experiential gamification activities.



Leadership Road™ Learning Transfer Badge Website

Leadership Road™ is our proprietary learning transfer website for asynchronous learning. We track productivity rather than activity to ensure learning is applied and understood. Each badge submission is manually reviewed and approved, with additional coaching provided on any submission off track. This guarantees successful behaviour change.

The screenshot shows the homepage of the Leadership Road™ Learning Transfer Badge Website. The header features a blue background with a grid pattern. On the left, there is a logo for 'Leadership Road to the Future' with the tagline 'Glass of Learning | CHARTERED LEARNING SOLUTIONS'. In the center, it says 'Manager Leadership Program'. On the right, there is a logo for 'ACME MANUFACTURING'. A red navigation bar at the top right contains the text 'Welcome, Lisa Smith | Reports | My Profile | Log Out'.

Below the header, there is a horizontal menu with the following items: Home, Resources, Badges, Leaderboard, Pit Stop, Pass the Trophy, Calendar, Need Help?, Switch My Program, and a bell icon for notifications.

The main content area has a white background. It starts with the text 'Start Your Engines! Build on the leadership skills you learned in your session.' followed by 'You Have Three Things To Do Each Week:'. Below this, there are three circular icons representing different tasks:

- #1 Weekly Roadmaps**: Complete the weekly Learning Transfer activities. The icon shows a blue circle with a white road winding through it, ending in a location pin.
- #2 Apply For Badges**: Tell us one thing you learned or one behaviour changed. The icon shows a blue circle with a white star in the center, surrounded by a gear-like border.
- #3 Track Your Progress**: Watch the Leaderboard to see how you progress. The icon shows a blue circle with three stylized human figures in blue and gold, standing on a base.

At the bottom of the main content area, there is a line of text: 'If you are registered in more than one program, use 'Switch My Program' in the top menu. Select to enter the program.'

The footer is a light blue bar with the text 'Get To Know The Leadership Road™'.

Leadership Road™ Learning Transfer Badge Website

Weekly Roadmaps provide micro-learning opportunities to practice and apply the learning. This process enables learners to absorb, apply and practice the skills they are building. Each Roadmap contains weekly practice activities with worksheets, along with scenic route links that provide opportunities to build on the learning with additional information on the Roadmap theme. A sample Roadmap is shown below on the right.

Manager Leadership Program

ACME MANUFACTURING

Welcome, Lisa Smith | [Reports](#) | [My Profile](#) | [Log Out](#)

[Home](#)
[Resources](#)
[Badges](#)
[Leaderboard](#)
[Pit Stop](#)
[Pass the Trophy](#)
[Calendar](#)
[Need Help?](#)
[Switch My Program](#)

Manager Learning Roadmaps

Module 1 & 2

Module 1: Managing Performance
Module 2: Communicating Effectively

[8 Week Retention Plan \(PDF\)](#)

Weekly Roadmaps:

- Week 1
- Week 2
- Week 3
- Week 4
- Week 5
- Week 6
- Week 7
- Week 8

Module 3 & 4

Module 3: Managing Time
Module 4: Conflict Resolution

[8 Week Retention Plan \(PDF\)](#)

Weekly Roadmaps:

- Week 1
- Week 2
- Week 3
- Week 4
- Week 5
- Week 6
- Week 7
- Week 8

Module 5 & 6

Module 5: Developing Teams
Module 6: Leading with Truth & Trust

[8 Week Retention Plan \(PDF\)](#)

Weekly Roadmaps:

- Week 1
- Week 2
- Week 3
- Week 4
- Week 5
- Week 6
- Week 7
- Week 8

Badges

Leaderboard

Surveys & Quizzes

Program Overview

Module 1 and 2 Manager Leadership Practice Roadmap

Week 1

Congratulations!
You have completed the first two modules in the Leadership Road™ Manager development series on Managing Performance and Communicating Effectively. These modules will help you build the skills and behaviors to become a more confident and effective leader.

To ensure you get the most out of your learning experience, plan to spend approximately two or more hours a week between now and your next live learning event to revisit, practice and apply what you learned.

Each week, you will receive a new Manager Leadership Practice Roadmap that contains three components with step-by-step instructions and recommended resources to accelerate your learning. The first component is a weekly transfer activity that will involve practicing specific skills in three key areas; your plant project, direct reports and pillar responsibilities. The second component will be focused on core reading and application. The third component includes articles, blogs and videos related to that week's topic.

This first week will focus on using information from your DISC profile to practice managing performance in three key areas. Once you have completed the weekly activities, visit the Leadership Road™ and make a submission for a badge. There will be three badges that you can apply for each week.

Vision → Alignment → Execution

This week, set aside 2 or more hours to:

- Log in to Leadership Road™ and review key learning cards for **Module 1** and **Module 2**
- Review your **DISC Key Learning cards** and look at your **DISC Leadership Strengths and Challenges** on pages 20-23 in your individual DISC profile. Plan how you will apply them using this worksheet.
- Review the **Manager Support Wanted by Supervisors** and practice your **DISC Leadership Strengths and Challenges** on pages 20-23 with your direct reports using this **worksheet**.
- Use your DISC profile results in your **Pillar Responsibilities**
- Complete **Core Reading and Application**
- Follow **Scenic Route links**

Roadside assistance:
When submitting for the weekly transfer badge, provide clear one point lessons for each of the three areas - plant project, direct reports and pillar responsibilities. See **sample submission** here.

- Review the **DISC Key Learning Cards** and then look at your DISC Leadership Strengths and Challenges on pages 20-23 of your individual DISC profile that you received at your live session. Use this worksheet to plan how you will use your DISC results to be more effective in your role as a manager. Choose one behavior from each of the key steps (vision, alignment and execution) to improve (eg: remain open, explain rationale, plan).
- Review your **Plant Project**
 - Use the **Plant Project Worksheet** to track the overall progress of your project. The intention of this is to have a record of your activities so that you can create a clearly

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Leadership Road

to the Future

Glass of Learning | Transfer Learning Solutions

Manager Leadership Program


ACME MANUFACTURING

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Badges


[How to Submit A Badge](#)

To graduate from the Glass of Learning's Leadership Road™ Manager program, you must complete at least 80% of each of the weekly badges (Weekly Transfer, Scenic Routes and Core Reading). Participants who complete 100% of all the Badges, make all of their submissions prior to the next live session and provide quality submissions will be awarded a Pass with Distinction on their Graduation Certificate. [Graduation requirements...](#)




Manager Weekly Transfer Activity Completion

20 points. Completing the weekly learning transfer activity is a requirement on your leadership journey. You are eligible to earn one 20-point badge every week. [Submit Here](#)



Manager Scenic Route Completion

10 points. Every week, you will notice that there is a "Scenic Route" addition on your Weekly Manager Leadership Practice Roadmap. This includes links to material such as articles, videos, podcasts and blog posts relating to that week's topic. [Submit Here](#)



Manager Weekly Core Reading Completion

20 points. Completing the weekly core reading assignments is a requirement on your Manager leadership journey. You are eligible to earn one 20-point badge every week. [Submit Here](#)

Stay in the Groove, Sharon

[My Badges](#) | [Log Out](#)

Leaderboard

Filter Leaderboard:

Display All

	User Name	Points	Badges
1		2075	100
2		1900	100
3		1800	100
4		1475	80
5		1400	80
6		1400	80
7		1300	80
8		1200	70
9		1200	70
10		1200	70
11		1200	60
12		1200	50

The Journey Continues – Additional Programs

Supervisor Leadership Program

A 27-week program with 6 virtual/classroom modules and 24 weeks of on-line follow up; targeted for front line leaders.

Supervisor Alumni

Upon successful graduation participants become alumni and receive a monthly newsletter linking them back to the program content with suggested actions.

Supervisor Learning Review

A targeted review program for two years upon completion of the Manager Leadership Program. A department manager will lead monthly conversations on a designated topic. Leaders will have a pre-read activity, make a monthly commitment, and received weekly follow up. This process builds leadership skills with the managers leading the initiative as well as the audience participating. Leaving the expertise with the location.

Supervisor Peer Mentoring

When a second cohort attends the Manager Leadership Program, the graduates can apply to become peer mentors. They will be paired with a new participant, anywhere in the country, and continue their learning journey as they develop skills to mentor a peer. This ensures success with the cohort groups as they will have an experienced peer to answer questions and provide guidance.

Manager Leadership Program

A 27-week program with 6 virtual/classroom modules and 24 weeks of on-line follow up; targeted for mid managers.

Manager Alumni

Upon successful graduation participants become alumni and receive a monthly newsletter linking them back to the program content with suggested actions.

Manager Graduate Program

Graduates of the Manager Leadership Program will take part in the Graduate Program, which is a series of workshops to address systemic issues in the organization. This program will follow the same model as other leadership programs in the Leadership Road series, with both synchronous (virtual or classroom) and asynchronous (on-line) learning. Participants will apply their learned leadership skills to the issues they face to make permanent change in the location. These workshops will be facilitator led, insert additional content to build on the learning and have key company representatives take part in the sessions. This is a very practical program that will continue to build bonds with the participants as they share best practices and develop solutions in relevant, plant-based activities.

Senior Manager Leadership Program

A 10 month commitment of virtual/classroom modules, on-line follow up and individual coaching; targeted for senior leaders.

Senior Manager Alumni

Upon successful graduation participants become alumni and receive a monthly newsletter linking them back to the program content with suggested actions.

Executive Leadership Program

An 8-month commitment of virtual/classroom modules, strategic workshops, on-line follow up and individual coaching; targeted for executives leaders.

Executive Leadership Alumni

Upon successful graduation participants become alumni and receive a monthly newsletter linking them back to the program content with suggested actions.



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