



Leadership Journey for Leaders of Managers – USA

Basic Program Information



Who should attend

Leaders leading managers – responsible for a team of managers who themselves lead teams



What you learn

The modules will be composed of the following topics:

- Leading transformation & change
- Engaging communication, providing direction and purpose
- Organizational savvy and stakeholder management
- Strategy implementation
- Deep dive: Delegation and empowerment/coaching
- Managing collaboration and diversity
- Leading innovation
- New Leadership & organizational culture



How you learn

Three, 3-day modules that include:

- Insights on modern leadership and management issues
- Highly interactive learning process in a protected environment
- Case studies taken from participants' experience for sustainable transfer of learning into daily practice

Pre-/post digital content



Benefits

Participants will:

- Intensely engage with their role as “Leader of Managers” and its role-specific challenges
- Reflect on their personal leadership style and impact on others
- Develop in-depth networks with peers

Key Details

Your contacts



Julia Schöne
Program Manager



Martina Mönninghoff
Program Director

Facilitators / Partners

Gregor Gardner &
Catherine Boyle,
Gardner Leadership LLC

Program language

English

Date and location



[Current
program dates](#)

New York area, United States

Duration

3 x 3 days (+ pre-/post digital)

Participants

Min. 16 participants

Max. 18 participants

Booking information

Nomination by divisional
Heads of HR only

Investment

\$8,400 in total

(\$2,800 per module)

plus board, hotel and travel
expenses



[Current dates of
all nomination
programs on Jam](#)



Leadership Journey for Leaders of Managers – USA

Your Learning Experience | Module Overview



Module 1 | Leadership Here & Now

- Reflection on individual professional past, presence, and future
- Challenges of leading managers
- Effective leadership styles
- Understanding MBTI personality types
- Effective coaching for managers (level 1)
- Building and leading high-performance teams
- Systemic thinking and implications for business
- Feedback circle



Module 2 | Leaning into Leadership

- Motivation yourself and others
- Managing and motivating through stress
- Developing robust talent: Effective coaching for managers (level 2)
- Courageous conversations
- Strategy, alignment and effective execution
- Achieving focus and managing competing commitments
- Feedback circle



Module 3 | Leading the Future

- Dynamics of change and leading change
- Creating a culture of innovation and creative capability
- Challenges and best practices for leading in a virtual world
- The art of influence
- Political savvy
- Purpose and leading with personal vision
- Creating and communicating a business vision
- Feedback circle and final commitments



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Your Learning Experience



Topics & learning goals

- **Personal leadership:** Having a clear view of current role and its challenges and being able to act in line of personal leadership style.
- **Engaging communication, providing direction and purpose:** Understanding the importance of engaging communication in leadership. Being able to communicate purpose, strategy and goals and in a way that motivates and provides direction.
- **Managing the business ecosystem:** Understanding the importance of professional networks and political dynamics in organizations. Identifying and effectively managing stakeholders relevant for current role and function. Building cross-divisional networks.
- **Leading transformation and change:** Understanding the dynamics of the change process and being able to effectively manage all phases of the process for my area of responsibility and myself.
- **Empowering people with accountability:** Understanding the complexity of true delegation in current role. Empowering/coaching team leaders in their leadership role.
- **Collaboration and working in diverse networks:** Understanding the benefits of diversity especially for innovation and business. Embracing differences and creating structures and processes to utilize the spectrum of diversity.
- **Leading in an agile organization:** Understanding the role of leadership in an agile organization and identifying potential applications in own field of responsibility.
- **Leading innovation:** Understanding the role of leadership in innovation/creativity. Creating structures, processes and culture to enable innovation/creativity.
- **Managing strategy for action:** Understanding the role of strategy and the process of strategy development. Perceiving Bertelsmann strategy as well as the strategy of own company and reflect upon its relevance for own area of responsibility.
- **Health/Health Management:** Understanding the impact of leadership on individual health and its effects on the organization. Enabling managers for healthy leadership.



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Your Program Experience at a Glance



Impressions and field reports in a short video clip

**Leadership Journey
for Leaders of Managers**

[Video Clip](#)



Testimonials



“The impact has been huge. It totally shifted the way I think about my job. I never thought that the core of my job was people, but the training really opened my mind. It wasn’t always comfortable, but my experiences back at work have fully validated what we learned here. And I’ve been making, and continue to make, major changes.”

Benjamin Dreyer, Penguin Random House, USA

“Coming into this program, I was a little skeptical about the amount of information I would be able to learn and retain in 3 days. I assumed the program would consist of extensive classroom training with “some” activities. I am happy to say that I was absolutely proven wrong. The days were fully packed with activities, and organized in a manner that promoted the absorption of the material. I am walking away from the program with far more tools and techniques than I expected. Those that don’t attend are truly missing out!”



Jennifer Jones, Bertelsmann Accounting Services, USA



Leadership Journey for Leaders of Managers – USA



Related Bertelsmann University blog posts

'Leadership Journey for Leaders of Managers' Enters Second Round

[Blog post](#)

Blog Archive Blog

07/16/2018

'Leadership Journey for Leaders of Managers' Enters Second Round

"Leadership Journey for Leaders of Managers," the new program introduced by Bertelsmann University in 2017, is entering its second round. The regional program series is offered in Germany, France, Europe and the U.S. It is aimed at managers who themselves lead teams, managers and team leaders who see the year can be seen in this short video clip.

Workforce and its businesses are becoming increasingly digital. Given the complexity and speed of the changes involved, we need to actively support our managers in equipping them with the right skills. The Leadership Journey offers them the opportunity to deal with these challenges and the increasing interlinking of leadership and business topics in a practical, hands-on way. The program series thus contributes to making Bertelsmann successful in the demands of the digital age," says Reinhard Heilmann, Chief HR Officer, describing the new concept.

An overview of the Leadership Journey

In all, about 65 executives from more than ten countries and regions at Bertelsmann in the past years of the program. Participants in Leadership Journey for Leaders of Managers come from Finland, Belgium, Hungary, the Netherlands, Britain, and Poland.

During each Leadership Journey for Leaders of Managers, participants examine their role as a role-specific challenges in three modules, each lasting three days. This is done using case study, working equipment, group projects. During the Journey, they reflect their actions as a manager for others, and their relationships with colleagues from other cultures and countries.


