



## 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



[Current dates of  
all nomination  
programs on Jam](#) 1/5



## 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



## Leadership Journey for Leaders of Managers – USA

### 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.



## Leadership Journey for Leaders of Managers – USA

### 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

Etiquette

### '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 and entrepreneurs, local leaders, entrepreneurs and local models have the last year can be seen in this short video clip.



Entrepreneurs and business owners are becoming increasingly digital. Given the complexity and scope of the changes involved, we can't actively support our managers in navigating this digital world. The Leadership Journey offers them the opportunity to deal with these challenges and the increasing thinking of leadership and business topics in a practical, hands-on way. The program series has contributed to making entrepreneurs successful in the demands of the digital age," says Ineshaul Klemm, CEO of Gillette, discussing the new concept.

**An overview of the Leadership Journey**

In all, about 85 executives from more than ten countries and regions at Bertelsmann in the past years. Participants in Leadership Journey for Leaders of Managers include cases from France, Belgium, Hungary, the Netherlands, Spain, and Poland.

During each Leadership Journey for Leaders of Managers," participants examine their role as a leader-specific challenges in three modules, each lasting three days. This is done using case study, working assignments, group exercises. During the Journey," they reflect on their personal situation, and build relationships with colleagues from other countries and regions.

