

# Effective Managers™

## Culture of Accountability – a Recipe for High Performing Organizations

Helping organizations improve the effectiveness of managers.

**M**ost organizations have a strategic plan. But 70% fail to achieve their strategic goals. Why?

Organizational churn! What is churn? It is that wasted activity in organizations that absorbs time, wastes energy, and doesn't produce expected results. Organizations can rid themselves of this churn and become higher performing. Success requires a concerted effort on many fronts.

This workshop provides an understanding of the fundamentals of improving organization performance. Some organizations do well in some areas, and not so well in others. This workshop will help you to understand the causes of underperformance, and what to do about it.

This Workshop content focuses on the key elements of the Effective Managers™ organization performance model:



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### Module 1: Strategy Execution

This module focuses on the essential element that is often overlooked by CEOs: their role, and the role of every manager in the organization, in the execution of strategy.

### Module 2: Organization Design: Art or Science

What is organization design? Is it a tool that you should have in your tool box? Or is it a term that describes the “back of envelope” exercise that happens after a new executive is hired? In this module the scientific elements of organization design are revealed, and participants are led through an exercise to identify probable issues with the design of their organization.

### Module 3: Accountability and Authority Model

Accountability is the number one key factor in ensuring that managers are effective in their work. Participants will work in small groups to discuss how accountability can be improved in their situations. They will then be introduced to the concept of *The Effective Point of Accountability*®.

### Module 4: Managerial Leadership

Effective Managers™ has distilled the various approaches to management into five requirements that all managers must be familiar with and carry out as part of their managerial duties.

This module is an interactive session in which participants work through the five requirements of effective management to ensure their understanding of the concepts, and through discussion to understand how it might apply in their situation

### Module 5: Managerial Capability

Participants will explore two factors that are related to high performance in organizations: the correct organization design and an effective talent pool system. They will learn how to match the requirements of a role and the three fundamental capabilities of candidates to the role, so that promotions and new-hires can be more successful.

### Module 6: Cultural Transformation

In this module, participants are introduced to the concepts of accountable change management. Creating a culture of effectiveness takes effort and perseverance. *The Accountability Map*™ tool is introduced and used to identify the effective point of accountability for change programs.

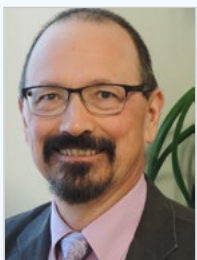
### Module 7: Work Planning

Participants work together to discuss and recommend how each can work differently after the workshop. The focus will be on do-able work plans that each participant will have ownership of, and will use with their subordinate managers.

### Module 8: Organizational Performance Improvement

Participants collaborate to identify and describe the next steps they can take as an organization to improve performance.

## REGISTER TODAY



### THE WORKSHOP FACILITATOR

**Dwight Mihalicz, FCMC**

President, Effective Managers Inc.

Dwight helps his clients improve performance. He focuses on manager effectiveness... ensuring that all managers, from the Owner or CEO to the

front line, are focused on their key strategic priorities and have the accountability and authority required for success. Using every-day language, he translates complex concepts into meaningful action that can be applied immediately.

Dwight has founded and is President of Effective Managers™, a management consulting firm based in Canada

and providing services globally. Dwight has worked with a variety of organizations: of different sizes, in all sectors, and in many countries. He helps clients solve the problems they are facing so that they can be more successful.

Dwight is also currently the Chairman of CMC-Global (The International Council of Management Consulting Institutes). He has been elected a Fellow of the Canadian Institute of Management Consultants (CMC-Canada) in recognition of his outstanding contributions to his profession, his clients and to the community. He is also a Fellow of the Business Excellence Institute.

An author of many papers and publications, Dwight has published *The Effective CEO: The Balancing Act that Drives Sustainable Performance*, a book that explores the key functions that CEOs must execute to be successful.