

## Certificate: Principles & Practices of General Management

### *Think Like a CEO*

The principles and practices of management are universal, whether you work for a manufacturer or hospital or run a professional practice or service firm. And its mission is always noble: to help people achieve their full career potential.

In six monthly four-hour sessions, you'll use live issues in small cohorts to learn the standard tools, terms and practices to develop the ten core management skills (page 3) and enable open communication and collaboration. See The GMs Toolkit and The GMs Index at [theindex.net](http://theindex.net).

### The Value of Generalists

Changing from specialist to generalist is hard: you need to be conversant in all six management disciplines *and* learn a whole new way of thinking. To see the big picture, you have **to think like a CEO**. But good generalists provide huge paybacks:

1. Structure
2. Marketing and sales
3. Operations
4. Information
5. Human resources
6. Finance

- *Margins*: Helping your employees optimize the use of time and material
- *Quality*: Using standard terms and practices reduces errors of miscommunication
- *Retention*: Helping people reach their potential inspires loyalty
- *Customer relations*: Knowing how to consistently deliver quality builds customer loyalty
- *Projects*: Getting teams aligned early on terms and tools reduces overruns and delays

### Qualitative Benefits

- *Morale*: Helping people communicate breaks down silos
- *Innovation*: Being clear on goals and constraints stimulates new ideas
- *Succession*: Having an objective basis of evaluation lets you create a fair succession
- *Adaptability*: Understanding the principles lets you respond intelligently in a crisis

### About Lubar ([uwm.edu/business](http://uwm.edu/business))

The Lubar School of Business is one of America's top 100 business schools and has over 32,000 alumni. Its Executive Education division focuses on leadership training.

### About The Center ([theindex.net](http://theindex.net))

The Center is the standards body for general management. We are a community of managers dedicated to fostering efficient collaboration in the workplace.

*"The Center's Management Self-Audit provided extraordinary results. After the short training, our high-potentials spotted gaps, appreciated each other's strengths and set goals to improve." - CEO*

## PROGRAM DESIGN

### Learning Objectives

1. Learn to use the tools that apply to the ten core management skills (The GMs Toolkit)
2. Master the language of management (The GMs Index)
3. Learn to ask CEO-level questions to help solve any cross-functional problem
4. Learn where to find the approved resources for any general management issue
5. Understand the personal characteristics needed to be a great manager
6. Understand the moral issues in management (the Code of Managerial Power)

*Most interpersonal problems wouldn't arise if everyone spoke the same language, used the same tools and followed standard practices. We can, however, provide "soft skills" training.*

### Cohorts for Support and Challenge

Candidates are in cohorts of four to six. Some feel working with peers outside of their organization and industry provides a richer learning experience. Candidates have a say in who else is in their cohort, and they participate in the scheduling.

### Preparation and Evaluations: Set Up for Success

- Run Self-Assessment in the Milwaukee Model of Manager Development™ (page 5)
- Identify learning needs from The GMs Index and keep a journal of personal reflections
- Work with each candidate's supervisor before and during the program
- Meet your cohort peers informally during program orientation
- Re-run the Self-Assessment at the end of the Program

### Intense Session Structure

We complete two modules (page 3) in each of the six four-hour monthly sessions. This program can be delivered online, but it is better for the cohort to meet in person at least once.

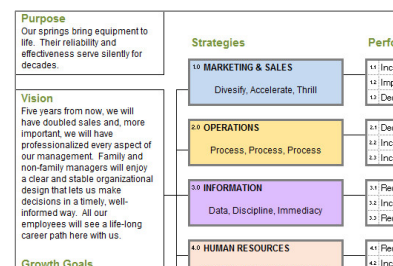
- Report on previous session's work and lessons
- Get a short presentation on using the two tools and their underlying principles
- Get started on each tool by applying them to a cohort member's current issue
- Generalize the ideas through facilitated discussion
- Between sessions, work on a live issue that involves the tools just learned

### Community Makes Training Stick

Tuition includes a year's membership in the Center for Management Terms & Practices, the standards body of general management. The candidates participate in the Center's bi-monthly Best Practice Development Workgroups, to expand their knowledge and network. Being an active part of a community of dedicated managers makes training last.

## THE CORE SKILLS

The skills are identified in the quadrants of the Milwaukee Model (page 5) and center around practical 1-page tools: The GMs Toolkit ([theindex.net](http://theindex.net)) has samples.



*Goal Tree*

### 1a Strategic planning: Clarify the situation (Goal Tree)

- **Lesson:** How to create balanced priorities and metrics
- **Project:** Abstract and confirm current strategic plan

### 1b Team development: Get the mix right (Management Self-Audit)

- **Lesson:** Importance of systematically assessing personal and team strengths and gaps
- **Project:** Audit the cohort, a unit or an organization

### 2a Decision-making: Make a capital purchase (Question Map)

- **Lesson:** The value and challenges of hearing every department's perspective
- **Project:** Build, then check departmental question set for recent decision

### 2b Financial analysis: Get behind the numbers (Cost/Benefit Summary)

- **Lesson:** How quantitative analysis and managerial judgement must relate
- **Project:** Build or rebuild the analysis of a recent capital decision
- **Reflection:** *What are the moral and ethical issues of managerial power?*

### 3a Process optimization: Value of consistency (Workflow Scratch Sheet)

- **Lesson:** Analyzing processes in detail helps improve speed, cost and quality
- **Project:** Develop 3 workflow diagrams

### 3b Allocating resources: Time (Projects Summary)

- **Lesson:** Projects stall and staff burn out if time is not very carefully managed
- **Project:** Summarize, then optimize all that the cohort is working on
- **Reflection:** *How do different personalities interact with each other and with you?*

### 4a Project planning: Get the goals right (1-Page Project Planner)

- **Lesson:** Most projects fail on Day 1 because terms and goals were unclear
- **Project:** Plan a project together

### 4b Market positioning: Developing differentiators (Competitor Grid)

- **Lesson:** Only the customer can say if your products are really better
- **Project:** Create a brutally honest comparison with 3 top competitors

### 5a Assess risks: The big, big picture (Trends Outline)

- **Lesson:** A leader must take informed and brave risks to navigate the future
- **Project:** Agree on the top 3 trends affecting your organization in 5-10 years

### 5b Create an inspiring vision: The key to leadership (5-Year Look)

- **Lesson:** Declaring your strategic plan to the board requires confidence and skill
- **Project:** Create an inspiring, yet realistic vision for your organization.
- **Reflection:** *How has this training changed you as a person?*

(cont.)

## 6 Leadership capstone: Make a big decision and see it through

In our last session, you'll apply all you've learned to a big decision in your organization, and you'll write a short, inspiring message about your recommendation.

- Assess new revenue or cost savings from improving the decision
- Present and explain your decision and vision to the cohort and attending executives
- **Celebrate!**

*A great manager gets all the tough questions on the table.*

## TUITION & EXPECTATIONS

Tuition is \$4,500 through early 2021. It is up to the candidates and their employer whether to split the tuition. No refunds are available after the first session.

*Any of these tools routinely saves more than the tuition.*

*Candidates shall work diligently.* We reserve the right to ask a candidate to leave the program if they are not participating fully: because they are in small cohorts, the value of what everyone learns depends on everybody's contribution. Final award of the certificate will be decided by the trainer and the candidate's supervisor.

*Not for degree credits.* This certificate is issued by the Professional Education division of the Lubar School of Business and does not provide degree credit. This certificate might, however, be accepted as continuing education credits in the candidate's professional association.

*Options for customization and coaching.* The learning modules can be modified somewhat if needed. Both Lubar and the Center can provide individual coaching and other training.

## TO LEARN MORE

Call us to learn more about the content of this program and so we can hear about your needs, existing training programs and your measurements of success. *Thank you.*

Nathan Bares  
Lubar School of Business, Executive Education  
[uwm.edu/business/executive-education](http://uwm.edu/business/executive-education)  
(414) 229-5881  
[njbares@uwm.edu](mailto:njbares@uwm.edu)

## THE MILWAUKEE MODEL OF MANAGER DEVELOPMENT™

A manager helps people work together, taking on all those practical challenges and human dynamics. It's an opportunity to serve.

A leader inspires people to take a risk, to embrace a change or fulfill a plan. Not all leaders are good managers, but all good managers are leaders. Managers need more than practical skills and knowledge: they need **moral strength** and **depth of character**:

### The moral use of managerial power

A manager has enormous power. A few careless words can make an employee feel afraid and unsafe. The key reason employees make mistakes, underperform and quit is distrust of their boss. The Model integrates the Code of Managerial Power.

### The three characteristics of great managers

**Compassion:** Caring about people and wanting to build a sustainable organization. **Curiosity:** Wanting to know how everything connects inside and outside the organization. **Courage:** Facing problems, personal shortcomings and hard decisions.

## What do you need to know to be a manager? The four quadrants

The Model is flexible: managers in all sectors and size organizations can use it. The Center's Self-Assessment will help you establish your own starting point.

### Terms and practices

Refer to *The GMs Index* for full outline of best practices and terminology.

- 1.0 Structure
- 2.0 Marketing and sales
- 3.0 Operations
- 4.0 Information
- 5.0 Human resources
- 6.0 Finance

### Personal

Managing people requires inner strength and a personal commitment to service.

- Handling managerial power
- Clarifying one's personal goals
- Caring for one's own health and fitness
- Improving decision-making abilities
- Developing career-long learning habits
- Cultivating peer support

### Team

Managers must welcome the psychological challenges of people working together.

- Maintaining ethical behavior
- Communicating and teaching
- Assembling a team or workforce
- Motivating individuals and the group
- Working with conflict
- Delegating opportunities and resources

### Organization

Running an organization means looking outward and forward on everyone's behalf.

- Creating an inspiring cause and vision
- Assessing organizational risks
- Strategic planning
- Creating a culture of collaboration
- Aligning with other organizations
- Fostering innovation/entrepreneurship