

## Welcome and Introduction (65 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Welcome & Introductions	18 min	Important Notice	1-2	<ul style="list-style-type: none"> <li>&gt; Pass out printed agenda if you created one.</li> <li>&gt; Distribute white paper to those who had not read it.</li> </ul>
About the Facilitator	2 min	Important Notice	3	You will need to customize this slide.
About this Program	1 min	1	4	Make sure purpose and objectives mirror those of the key stakeholders.
Icebreaker	24 min	1	5-7	Have participants work in teams (table groups).
Characteristics of a Good Leader	10 min	2	8-9	Flipchart “What” (words that describe leadership traits) and “How/Why” (How they bring about success).
About this Course	2 min	3	10	Pick out elements from the page that you relate to the most.
Course Objectives	3 min	4	11-12	If your organization has created custom objectives, share them here.
Sports vs Real World (Comparisons)	5 min	5	13-15	<ul style="list-style-type: none"> <li>&gt; Consider highlighting sports analogies used within your organization.</li> <li>&gt; Think about facilitating the optional activity if you have a few extra minutes.</li> </ul>

**Module 1: Understanding Self (145 Minutes)**

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Best Boss Activity	8 min	7	18	<ul style="list-style-type: none"> <li>&gt; Flipchart responses and set aside for later in the program.</li> <li>&gt; Point out “Instant Replay” feature in manual and how to leverage.</li> </ul>
Defining Leadership	7 min	7	19	Flipchart definitions of leadership and success.
Building Blocks	2 min	8	20	Consider highlighting relevant company initiatives.
Provide BEST <sup>2</sup> Assessment™ Overview	5 min	3 (BEST Report)	21	Hand out printed BEST <sup>2</sup> Assessments™ to each participant.
Walk through Coaching Styles (Blazing and Energizing)	5 min	7 (BEST Report)	22-23	N/A
Walk through Coaching Styles (Supportive and Thorough)	5 min	8 (BEST Report)	24-25	N/A
Review Participants’ Coaching Style	10 min	4 (BEST Report)	26	Encourage participants to review styles and mark up.
Coaching Style Activity/ Discussion	35 min	9	27-28	<ul style="list-style-type: none"> <li>&gt; Have the groups document information on a Flip Chart.</li> <li>&gt; Use Coaching Styles Recap if/as needed (after BEST-5).</li> </ul>
Walk through Decision-Making Styles	10 min	11 (BEST Report)	29-32	N/A
Review Participants’ Decision-Making Style	10 min	5 (BEST Report)	33	N/A
Decision-Making Style Activity/Discussion	35 min	9	34-35	<ul style="list-style-type: none"> <li>&gt; Encourage participants to review their style and mark up.</li> <li>&gt; Hand out BEST job aids.</li> </ul>
Coaching Profile Activity	10 min	Profile Handouts	36	Distribute Coaching Profile Handouts (1 set per table).
Introduce X&O Model	3 min	11	37	Hand out Five Traits White Paper to those who have not read it yet.
LUNCH BREAK (45-60 min)				

## Module 2: Articulate a Clear Vision of Success (DAY 1 - 110 Minutes; DAY 2 - 75 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Transition to Module 2	1 min	M-II	38	N/A
Read "Bear" Bryant Quote	2 min	M-II	39	N/A
Set Up Dodgeball Exercise	2 min	13	40	Make sure each team has representation from most (if not all) styles.
Assign Teams and Expectations	3 min	13	41	<ul style="list-style-type: none"> <li>&gt; Hand out city descriptions.</li> <li>&gt; Hand out rubric showing how they will be graded.</li> </ul>
Allow Participants to Complete Charters	40 min	14-16	42	Check on each group frequently.
Team Report Out	10 min	16	42	<ul style="list-style-type: none"> <li>&gt; Each team should be sharing their flip chart.</li> <li>&gt; Use rubric to evaluate each team.</li> </ul>
Discuss Keys to Setting the Tone	5 min	17	43	Hand out copies of company vision, mission, purpose for next page.
Define your Mission	12 min	18	44	Review company Mission.
Define your Vision	13 min	18	45	Review company Vision and Purpose.
Discuss SWOT Analysis	5 min	19	46	Working through SWOT Analysis is optional (if time allows).
Provide Goal Setting Tips	5 min	20	47	Share organization-wide performance management initiatives as appropriate.
Highlight PLAY BALL Goal Setting Tips	2 min	21	N/A	N/A
Introduce Four Quarter Planning	9 min	22-23	48-49	N/A
Wrap Up Day 1	1 min	N/A	N/A	<ul style="list-style-type: none"> <li>&gt; Explain where you will pick up tomorrow.</li> <li>&gt; Send out PMIC Toolkit after class.</li> </ul>
END OF DAY ONE				
BEGIN DAY TWO				
Recap of Day 1	5 min	24A	50	N/A
Dodgeball Training Video	2 min	24B	51	Click images on the slide to show videos.
Four Quarter Planning (Dodgeball Team)	28 min	24B	52	Use Rubric to assess each team's plan.
Four Quarter Planning (Your Team)	37 min	25	53-54	Pair up those in the session who are on the same team (as appropriate).
Trait #1 Action Planning	3 min	25	55	Ensure everyone has a grasp of Trait #1 before proceeding.

### Module 3: Assess, Develop and Manage Your Talent (178 Minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Introduce Module 3	1 min	M-III	56	N/A
Read Nick Saban Quote	1 min	M-III	57	N/A
Read Dawn Staley Quote	1 min	M-III	58	N/A
Introduce Dodgeball Draft	3 min	27	59	Hand out 24 dodgeball cards to each person.
Walk through Draft Rules	2 min	27	60	Determine number of players to be selected per team based on class size.
Allow teams to Prep	20 min	27	60	Allow the GM of each team to draw numbers out of a bowl for draft order.
Conduct Draft	10 min	27	60	<ul style="list-style-type: none"> <li>&gt; Flipchart slots for each team and record selections.</li> <li>&gt; Remember to allow for trade discussions in middle and end of draft.</li> </ul>
Assess Team Effectiveness	20 min	28	61	Split participants into 4 groups. We suggest different groups from Dodgeball teams. Assign each group one category to discuss.
Assess Your Team's Talent	5 min	29	62	Point out any organizational tools/resources that may be beneficial.
Assess Competency and Performance Gaps	15 min	30	63	Optional Activity
Discuss Day-to-Day Assessment	8 min	31	64	Highlight relevant organizational initiatives.
Discuss Performance Management Tips	2 min	31	65	Consider customizing PowerPoint slide.
Introduce SCORE to Win Framework	5 min	32	66	Hand out Game Day Ticket job aid (lanyard).
Apply Coaching Framework to your Dodgeball Team	35 min	33	67	Use Player Overview document and rubric to evaluate performance.
Apply Framework to Direct Report	20 min	34	68	Conduct this activity OR the one on page 36.
Apply Framework to a Situation	20 min	36	69	This is Option B.
Discuss Keys to Managing Consistently	4 min	35	70-71	Flipchart how to ensure consistency (if desired).
Trait #2 Action Planning	16 min	35	72	Make it an active discussion.

## Module 4: Plan for Long-Term Success (103 minutes)

Topic	Time	Page Number(s)	Slide Number(s)	Instructions/Comments
Introduce Module 4	5 min	M-IVA	73-74	N/A
Read Trait #4 Quotes	1 min	M-IVB	75	N/A
Discuss Making a Personal Connection	14 min	M-IVB	76	Determine how you want to discuss.
Highlight Keys to Relating to Employees	3 min	37	77	N/A
Read Trait #4 Quotes	1 min	38	78	N/A
Read Trait #4 Quotes	1 min	38	79	N/A
Discuss Setting Stretch Goals	13 min	38	80	N/A
Discuss Applying Stretch Goals	15 min	39	81	Allow participants to work independently and then discuss.
Read Trait #5 Quote	1 min	40	82	N/A
Define Being a Role Model	12 min	40	83	Refer back to “Best Boss” Flip Chart.
Discuss Tips for Being a Role Model	2 min	40	84	N/A
Provide Training Summary	2 min	41	85	Highlight organization-specific items if needed.
Establish an Action Plan	18 min	41	86	Have participants select an accountability partner.
Wrap Up Course	15 min	N/A	N/A	<ul style="list-style-type: none"> <li>&gt; Announce dodgeball team winner and distribute prize (if applicable).</li> <li>&gt; Remind participants about the Toolkit.</li> <li>&gt; Pass out and collect evaluations.</li> <li>&gt; Share your contact information.</li> </ul>