



STRATEGIC LEADER MANAGEMENT TRAINING GUIDE

A GUIDE OUTLINING YOUR ROLE TO HELP INDIVIDUALS COMPLETE THE
STRATEGIC LEADER CERTIFICATION

This guide outlines what will be taught in each workshop and helps participants reinforce the development outcomes. You will be able to speak the same language and help them apply what they are learning. Individuals in certification deserve the **support** and **accountability** required to complete the training, this guide will help you, as their manager provide both.

To your sustained success,

Kirby Sneen, President
Manufacturers Alliance



GETTING STARTED

1

Prepare your answers in each “Management Debrief” section.

2

Schedule a 15-minute meeting after each workshop with the person in certification to cover the management debrief section together.

3

Document the days your team member will be in training below:

Becoming an Influential Leader:

Finance for Non-Financial Leaders:

Strategy, Scorecards, and Accountability:

Mastering Crucial Conversations & Communication:

Leading Organizational Change:

Staying Coachable:

Certification Completion Deadline:



THE FIRST WORKSHOP

BECOMING AN INFLUENTIAL LEADER

Leaders that use influence excel at attracting, developing and retaining team members. But how do you know what traits of yours are effective? This course will help you develop your own approach to positively influence others.

This course will help you address these leadership challenges:

- You need to lead your team without just telling people what to do
- You don't know how to drive higher levels of engagement and reduce turnover
- You're not sure how to build rapport with a diverse workforce
- You have positional power, but don't really want to use it
- You want to serve your team, but you've hit your own limits and capacity

Their Assignment: Identify one leadership situation where how you use your time and influence will matter to the business.

This should be something real and current, such as:

- A priority that needs clearer ownership
- A decision that impacts results beyond your immediate role
- An area where misalignment is creating inefficiency or rework

In a few short responses, explain:

- What the situation is
- Why it matters to the business or to your leader, including what results, metrics, or risks are affected
- Where your influence (not authority) will be required
- How you plan to intentionally invest your time and attention differently as a leader
- Which other teams or functions could be impacted by how this situation is handled

MANAGEMENT DEBRIEF:

Ask: Tell me about the leadership situation you chose and why it matters to the business.

Ask: In your experience so far, where have you seen influence work better than authority?

Ask: When leaders struggle to influence others, what do you think usually gets in the way?

Share: One example of a time you had to rely on influence instead of authority to move something forward.



FINANCE FOR NON-FINANCIAL LEADERS

Understanding how your company makes money is essential to driving meaningful improvement. This course will help you master the financial language of business so you can connect your initiatives to company results, contribute confidently in financial discussions, and focus on measures that motivate future performance rather than relying only on historical data.

This course will help you address these leadership challenges:

- Develop and use ROI calculations to demonstrate impact
- Understand how your company truly makes money
- Connect process improvements to financial outcomes
- Contribute confidently in meetings that involve financial discussions

Their Assignment: Choose a project or improvement initiative that you've played a role in, lead, or are considering:

1. How did/does it support the financial side of the business?
2. Where does it create financial value, or prevent financial loss?

MANAGEMENT DEBRIEF:

Ask: Tell me about the project or improvement you chose and how it connects to financial results.

Ask: What helped you better understand how our company actually makes money?

Ask: Where do you think leaders sometimes overlook the financial impact of everyday decisions?

Share: One example of a time when connecting work to financial impact helped drive a better decision.



STRATEGY, SCORECARDS, AND ACCOUNTABILITY

Leaders that know what is at stake give their team a reason to get results and don't worry about putting posters on a wall. This course helps attendees develop priorities that have resources, scorecards that provide feedback, and accountability to reach commitments.

This course will help you address these leadership challenges:

- If everything is a priority, nothing is a priority, and you don't have the resources for that
- You can't see future possibilities and translate them to strategies everyone can relate to
- You don't know how to avoid getting caught up in fighting fires
- You struggle to use metrics to make better decisions
- You're struggling to hold yourself or others accountable to meet commitments

Their Assignment: Identify one area of your team's work where results are tracked, but true accountability or clarity may be lacking. Choose a real metric, scorecard measure, or performance indicator you are responsible for or closely connected to.

In a few short responses, explain:

- What the metric or result area is and how it is currently tracked
- What the current performance trend or data is showing
- Where accountability is clear and where it may be unclear or inconsistent
- How this metric connects to broader business results such as cost, throughput, quality, or customer impact
- Which cross-functional partners are influenced by this metric and how misalignment could affect them

MANAGEMENT DEBRIEF:

Ask: Tell me about the metric or result area you chose and what it is currently showing.

Ask: From your perspective, what makes a metric meaningful versus just something that gets reported?

Ask: When this metric moves in the wrong direction, who is responsible for acting on it?

Share: One example of a time when clear metrics helped your team stay focused on what mattered most.



Leaders increase their effectiveness and serve as an example for others by being transparent, direct and collaborative. This course will help ground your communication in empathy and develop leadership presence.

This course will help you address these leadership challenges:

- You fear the dreaded “hard” people conversations
- You don’t address difficult issues and say what needs to be said
- You’re not sure how to effectively communicate in a variety of settings
- You’re unsure how to adapt your leadership style to each unique situation
- You don’t know how to create milestones and symbols to rally support behind the vision

Their Assignment: Identify an upcoming conversation where how you communicate will matter to the outcome.

This should be a real situation, such as:

- Addressing misalignment or confusion
- Resetting expectations
- Giving feedback that has been avoided or softened
- Navigating resistance or tension around priorities or performance

In a few short responses, outline:

- What the conversation is about and why it matters
- What outcome you want from the conversation
- What risks or challenges you anticipate
- How you plan to approach the conversation differently based on what you learned in the workshop

MANAGEMENT DEBRIEF:

Ask: Tell me about the conversation you identified and why it matters.

Ask: What usually makes conversations like this difficult for leaders?

Ask: What helps create an environment where people can speak openly and work through tough issues?

Share: One example of a difficult conversation that ultimately improved trust or performance on your team.



THE FIFTH WORKSHOP

LEADING ORGANIZATIONAL CHANGE

Leaders that move the business forward first need to understand the current state of the business, team dynamics, and process flow. This course will help you lead the type of change that will connect silos, remove tunnel vision and improve the way work gets done.

This course will help you address these leadership challenges:

- You need to learn how to maneuver through policy and politics diplomatically
- You don't know how best to reject your boss's low-impact ideas or fad technologies
- You don't know how best to collaborate with cross-functional leaders and external partners
- You're not sure how to make the best decision, when will an 80% solution suffice
- You struggle to create organization-wide energy and optimism for the future

Their Assignment: Identify one change that is happening or about to happen within your team, department, or area of influence.

This could be something like:

- A process change
- A new expectation or way of working
- A shift in priorities, structure, or responsibilities
- A change being driven by another group that your team must adopt

In a few short responses, describe:

- What the change is and who it affects
- Why the change matters from a business or leadership perspective
- Where resistance or confusion is most likely to show up
- How you plan to support adoption and minimize disruption using what you learned in the workshop

MANAGEMENT DEBRIEF:

Ask: Tell me about the change you identified and who it will impact the most.

Ask: In your experience, what tends to make change difficult for teams?

Ask: What helps people move from resistance toward acceptance when change happens?

Share: One example of a change you were involved in that taught you something about leading people through uncertainty.



THE SIXTH WORKSHOP

STAYING COACHABLE

Leaders that sustain high levels of performance know that what got them here will not bring them to the next level. This course will help you find practical ways to make sure your leadership lasts.

This course will help you address these leadership challenges:

- You struggle supporting everyone, getting everything done, and making time for learning
- You're worried about sustaining performance in your new leadership role
- You're worried that people tell you what they think you want to hear
- You know your leadership style has blind spots, but you're not 100% sure what they are
- You used to crave feedback and wish you still had the zeal and time for it

Their Assignment: Complete the coachability assessment and continued growth assignment.

Are You Coachable?	
Circle the word that best describes you in each row.	
Authentic	Prideful
Vulnerable	Guarded
Candid	Defensive
Great Listener	Hears but Doesn't Listen
Eager Learner	Uninterested
Growth Mindset	Fixed Mindset
Hard Worker	Lacks Effort
Committed	Interested
Embraces Change	Change Resistant
Still Learning	Expert

Self-Reflection	Set the Target	Practice Planning	Seeking Advice	Self-Reflection
Example: Reflect on an ongoing project.	What do I want to do? How do I want to do it? How do I want to do it?	What do I need to get there? What are the steps? What are the challenges? What are the resources? What are the risks? What are the opportunities?	Who do I need to get there? What are the roles? What are the responsibilities? What are the expectations? What are the feedback loops?	What do I want to do? How do I want to do it? How do I want to do it? What are the challenges? What are the resources? What are the risks? What are the opportunities?

MANAGEMENT DEBRIEF:

Ask: Which row on the coachability self-assessment was hardest to answer honestly?

Ask: What's one thing you used to be really open to learning, but now find yourself avoiding or putting off?

Ask: How can I (as your Leader) support your learning and growth without adding to your workload/creating overwhelm?

Share: One example of a time you realized your leadership had stopped growing, or that you were avoiding feedback, and how you got back on track



THE MANAGERS POST-TRAINING 3-STEP SUSTAINMENT PLAN

People attend training and experience a burst of better performance and more effective working relationships. The problem is that this doesn't last. Avoid the starts and stops by implementing a sustainment plan.

STEP 1: DEBRIEF

Review their overall experience with the certification, discuss what went well and what didn't. Ask what you can do to help them continue to practice what they learned.

STEP 2: RECOGNITION

Find three opportunities over the next 60 days to recognize how they have become a more strategic leader. The key here is to connect the learning from the training to their behavior change.

STEP 3: CONTINUING EDUCATION

Identify one educational resource for continued learning and schedule time for them to consume it. A few resources we suggest include:

- How Manufacturers Improve **Podcast**
- Lean and Leadership **Digital Courses**
- Benchmarking **Peer Groups**

To your sustained success,

Kirby Sneen

President & CEO

Manufacturers Alliance

