



ATD and Yale Foundations of Management Excellence

**ALL YOUR ATD-YALE FOUNDATIONS OF MANAGEMENT QUESTIONS
ANSWERED!**



George Newman, PhD
Professor of Management and
Marketing

Yale School of Management



Dave Pramer
Director Client and Curriculum
Development – Exec. Ed Programs

Yale School of Management



Ryan Changcoco
Sr. Content Manager,
Management and TD in Industries

Association for Talent Development

Today's Panelists

THE STORY



Association for
Talent Development



Yale SCHOOL OF
MANAGEMENT



GALLUP

Forbes

Managers Account for 70% of Variance in Employee Engagement Poll: Workers Quit Because Of Managers, Not Job

by Randall Beck and Jim Harter

STORY HIGHLIGHTS

- Great managers create the right environment for employees
- Only 30% of U.S. employees, and 13% of managers, believe their manager helps them set performance goals
- Good news: management talents exists

David Nield
April 2, 2015

SHARE

TWEET

4K
SHARES

WHY IS THIS IMPORTANT?

Understand the way office politics works and you can get ahead.

LONG STORY SHORT

A new Gallup poll says that workers want good communication and goal-setting from the managers in charge of them. When we work with bosses who are more interested in our lives and easier to talk to, then our

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TODAY

If you're f
blues. In f

Although
looking at
turning up

BUSI

SUBMIT

PRESS RELEASE

SUBS

The big, bad boss: Po

FAST COMPANY

Poll: Why the Boss Sucks, By Employee

According to a new survey, managers consider themselves smart more visionary than many of their underlings believe.

managers, not companies."

pend time thinking about management phrase.

IMES

LP THEM SET PERFORMANCE

BUSINESS PEOPLE

colleagues to say their manager helps them able for their performance. To engaged manager treats all employees fairly and holds with superior performance to shine. ir manager helps them set performance gely disagree, just 8% are engaged, while

THE WALL STREET JOURNAL.

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Stripes Like Jagger: The Return of the Rugby Shirt



Sleepwear That's a Notch Above Slobwear



Do's Take Son

AT WORK

What Do Workers Want from the Boss?

By Lauren Weber

Apr 2, 2015 6:00 am ET

People don't leave jobs, they leave managers.

A new report out Thursday from market research firm Gallup finds there's still plenty of truth in that old cliché. The survey of 7,200 adults found that about half had left a job at some point "to get away from their manager."

So, what do workers want from their managers? In a



GETTY IMAGES

Engaged
Not Engaged
Actively Disengaged

GALLUP

atd

The ACCEL Research Project



Research phase: Spring 2016

- Consisted of questionnaire conducted by ATD and in-depth interviews with seven subject matter experts
- Key questions asked:
 - *What are the primary barriers to effectively exhibiting ACCEL skills?*
 - *How do organizations measure success in developing direct reports?*
 - *How are managers recognized or rewarded for developing direct reports?*

847 Survey Participants

Defining the ACCEL Model

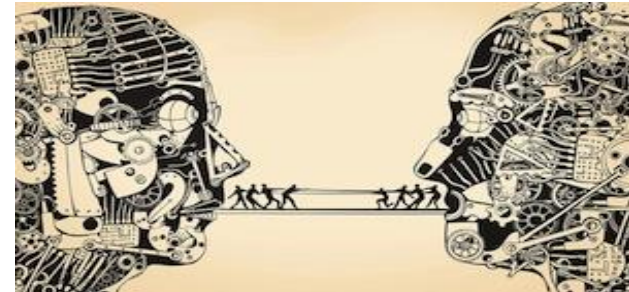
Accountability: Accountability skills refer to performance management and the delegation of responsibility to direct reports.



Collaboration: Collaboration is defined as creating an environment and culture of teamwork (in this case, the team comprises the manager and direct reports).



Communication: Communication is defined as the exchange of information and feedback between managers and their direct reports. Communication also involves a willingness to engage in three types of conversations with employees: disciplinary, coaching, and praise.



Engagement: Engagement is defined as motivating, inspiring, and involving one's direct reports. Engaged employees understand their specific role and its importance.



Listening and Assessing: Listening and assessing involves the information-gathering, critical-thinking, and processing skills of a manager during interactions with direct reports.





ATD and Yale Foundations of Management Excellence



What is the ATD-Yale Foundations of Management Excellence program?

Yale University | New Haven, CT

This four-day, intensive program integrates ATD's research-based ACCEL™ skills model with Yale's superior management training approach to provide you with the ultimate management development experience.



ATD and Yale Foundations of Management Excellence

THE EXPERIENCE

Schedule at-a-Glance

	Monday, June 25	Tuesday, June 26	Wednesday, June 27	Thursday, June 28	Friday, June 29
		Collaboration & Communication	Collaboration, Communication & Engagement	Engagement & Accountability	Listening & Assessing
A.M.	8:15-10:00	8:15-8:45 Welcome and Program Introduction <i>George Newman</i>	8:30-10:00 Enhancing Collaborative Value <i>Daylain Cain</i>	8:30-10:00 Being an Accountable Manager <i>David Tate</i>	8:30-10:00 Emotional Intelligence <i>Marc Brackett</i>
	10:00-10:30	8:45-11:45 Understanding the Dynamics of Team Synergy <i>Amy Wrzeniewski</i>	10:00-10:30 Morning Break	10:00-10:30 Morning Break	10:00-10:30 Morning Break
	10:30-12:00	11:45-12:30 Lunch	10:30-12:00 Creating and Sustaining Value <i>Daylain Cain</i>	10:30-12:00 Being an Accountable Manager <i>David Tate</i>	10:30-12:00 Developing Emotional Intelligence <i>Marc Brackett</i>
	12:00-1:00	Art & Authenticity <i>George Newman</i>	12:00-1:00 Lunch	12:00-1:00 Lunch	12:00-1:00 Box Lunch
	1:00-2:30	1:00-2:00 Visit to Yale Art Museum <i>George Newman</i>	1:00-2:00 Communicating Vision and Intent <i>Colonel Pilar Ryan</i>	1:00-2:30 Aligning Motivation and Incentives <i>George Newman</i>	Departures
	2:30-3:00	2:30-4:00 Developing Efficient Team Strategies <i>George Newman</i>	2:30-3:00 Afternoon Break	2:30-3:00 Afternoon Break	
	3:00-5:30	4:00-4:15 Afternoon Break	3:00-4:30 Leading Hard Conversations <i>Colonel Pilar Ryan</i>	3:00-4:30 Creating Organizational Authenticity <i>George Newman</i>	
		4:15-5:45 Leadership Mindset <i>Daylain Cain</i>			
		6:00 Opening Reception and Dinner	6:00 Dine-Around	6:00 Closing Dinner	
	Evening				
P.M.		3:00 Check-In New Haven Hotel			
		4:00-5:30 Walking Tour of Yale Campus & Visit to Yale Bookstore			

Session Overview with Professor George Newman

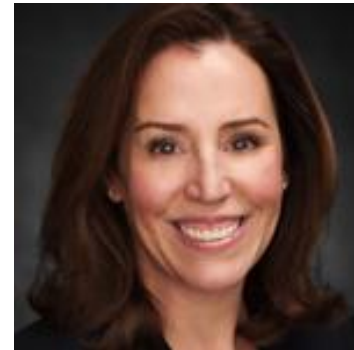
(Day 1) Collaboration & Communication:
Professor George Newman, Professor Amy Wrznewski, and Professor Daylian Cain



Session Overview with Professor George Newman

(Day 2) Collaboration, Communication & Engagement:

Professor Daylian Cain & Col. Pilar Ryan



Session Overview with Professor George Newman

(Day 3) Engagement & Accountability:
Professor George Newman & Professor
David Tate



Session Overview with Professor George Newman

(Day 4) Listening & Assessing:
Professor Marc Brackett



Other Highlights



Tour of the Campus

Reception Dinner



Certificate from Yale SOM



ATD and Yale Foundations of Management Excellence

1st Cohort Launched in August 15th 2017







Yale SCHOOL OF MANAGEMENT

ACCEL – Manager Talent Development Program
August 15 – 18, 2017



What Our Attendees are Saying

“The prestigious Yale brand is irresistible! I was confident classes would be practical/interactive having the ATD brand coordinating. I was also looking forward to networking with some global Executives in class. There was some experience in class.”

***Olesegun Ade, CEO
Bezaleel Consulting***

“As an HR executive in academic health care, I am actively working to improve my understanding of operational leadership. Attending this course provided the opportunity to blend my understanding of leadership philosophy and culture development with the participants in the room who have the operational knowledge of different industries. Also, the ability to visit Yale and experience their faculty was a major draw. I am glad that I attended as it was something that I will never forget.”

***Mark Dunn, MS, Talent Strategy Officer
University of Virginia Health System***

“A wonderful, rich experience with access to talented Yale professors and culture. The program director and manager were present at all the sessions, and ATD involvement was appreciated. It showed there was a mutual interest in the program.”

**Joyce Gibson, VP of Talent Development
BarclayCard**

“Thank you for the amazing time I had at the event. The group was wonderful. The nicest group I ever met! You made me laugh and I was happy.”

**Dominika Merzenich
Hewlett Packard Enterprise**

Kudos to the team that organized and pulled off this Yale experience. It was fantastic! Great learning opportunity, great networking, and great overall quality.”

**Wade Larson, PhD, Director of HR
Wagstaff**





ATD and Yale Foundations of Management Excellence

June 26-29 and September 25-28, 2018 | Yale University, New Haven, CT

More Info: events.td.org/Management-Excellence



QUESTIONS?

For additional information, please email Ryan Changcoco (rchangcoco@td.org)

