



**Sponsor:**  
**Perdue School of Business**

For additional information and pricing contact:

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## Course Overview

- Introduction, Participants' Expectations, Course Objectives, Agenda
- What Exemplary Managers Do
- Overview of the Managerial Task Cycle
- Interpreting Sample Profiles
- Interpreting Your Profile and Constructing Development Plan
- Q & A About the Course So Far
- Applying Managerial Skills Matrix to Yourself
- Preparing for Your Team Meeting/Rehearsal
- Conclusion/Wrap-Up



## Location

**Scarborough Leadership Center or your location**

Salisbury University is located on Camden Avenue in Salisbury, MD. For driving directions and a campus map visit [www.salisbury.edu](http://www.salisbury.edu).

# Mastering the Skills Of Balanced Managers via 360-Degree Feedback

Do you like workshops with proven results for a company's bottom line? Do you want an established, innovative way of improving your managing skills? If so, then you will find "Mastering the Skills of Balanced Managers via 360-Degree Feedback" a practical, refreshing approach to management development.

This proven innovative method of management development is intended for professionals at all levels management.

SU Professor of Management Frank Shipper will provide participants with training that is normally available only to managers in leading, multinational corporations.

## About the Speaker

**Frank Shipper, Ph.D.**  
*Professor of Management*  
*Franklin P. Perdue School of Business*  
*Salisbury University*

Dr. Shipper is an award-winning presenter, twice receiving honors from the Center for Creative Leadership for his work on management and leadership development. He co-authored the book, *Task Cycle Management: A Competency-Based Course for Operating Managers*. He has been quoted in the *Wall Street Journal*, *Entrepreneur Magazine* and others. To learn more about Dr. Shipper, visit <http://faculty.salisbury.edu/~fmshippe/home/welcome.htm>.

## About the Survey of Management Practices

Each participating manager will receive an electronic packet of 15 Web-based questionnaires that create a coil bound or PDF file Feedback Report. To protect the privacy of all involved, the participant will receive also a Web address on a secure server. The questionnaire that will be used is the Survey of Management Practices (SMP). This questionnaire focuses on managerial skills. Each participant will be asked to complete one about him/herself, to ask the person to whom he/she reports to complete one, and to ask 13 associates to each complete one. At least five of the associates should report directly to the participant. The remaining questionnaires can be given to peers or additional associates who report directly to the participant. The only copy of the report that will be made will be the one the participating manager receives. The report includes developmental recommendations, thorough score breakouts, color charts and various number tables that compare the participant with national norms. It includes also verbatim transcription of comments from open-ended questions. The purpose for this course is the development of managerial skills and not the evaluation of the manager. For more information, visit

[www.boothco.com/howitsdone/process.html](http://www.boothco.com/howitsdone/process.html).

## Course Objectives

1. Identify management skills that are most important to getting improved business results.
2. Learn your strengths and weaknesses.
3. Explore your EQ (Emotional Intelligence).
4. Develop a workable action plan to develop critical skills for improving your management performance.

# Balanced Managers