

LEADERSHIP DEVELOPMENT

Manager Development Operating System

A one-page model for developing managers through real cases, shared standards, and calibration.

THE TEST

A manager system is working when managers can explain expectations, make decisions, coach behavior, and calibrate standards without every call escalating.

- What decisions should managers own?
- What standards need calibration?
- Which conversations do managers avoid?
- What evidence shows readiness for more scope?

MANAGER SEQUENCE

- 1 Clarify**
Define decision rights and expectations.
- 2 Practice**
Use real management cases in development sessions.
- 3 Coach**
Support managers before and after hard conversations.
- 4 Calibrate**
Compare standards across managers.
- 5 Progress**
Tie career movement to visible evidence.

CASE SIGNALS

5
Managers developed

26
Team members supported

4
Restructures navigated

4.5yr
Development rhythm

MANAGER ROUTINES

- One-on-ones
- Case practice
- Calibration
- Career criteria

RED FLAGS

- Standards live in one leader
- Promotions feel subjective
- Managers avoid feedback
- No decision rights

WHY IT WORKS

It moves leadership development from a class into the repeated decisions managers make every week.