

LEADERSHIP COACHING SERIES

Charting the Path to Exceptional Leadership

Every promotion changes the job. Five tracks and 27 modules, built for each level that change lands on, from a first management role to an enterprise seat.

5

TRACKS

27

MODULES

6 to 10

PER COHORT

THE FIVE BEARINGS™

The Five Bearings are the five directions every leader must learn to lead in. Every leader leads in all five. A promotion changes which bearing carries the weight. Each bearing is one track.



Manish Shah

Executive & Leadership Coach • Founder & Principal, Executive Compass LLC
Boston, Massachusetts



Five bearings. Pick the room you are changing.

Most leadership catalogs make you assemble a program from a list of topics. This one is already assembled. Each track is a sequence built for one population, in the order that population needs it.

TRACK 01

Leadership Foundations Track

The fundamentals nobody formally taught you

For anyone responsible for people, whether newly promoted or years into the job without formal training.

6 MODULES

TRACK 02

People Leader Track

When the basics are no longer enough

Experienced managers, managers of managers and functional leads.

6 MODULES

TRACK 03

Executive Presence Track

Land the message, command the room

Leaders preparing for board exposure, senior forums and C-suite audiences.

5 MODULES

TRACK 04

Enterprise Leader Track

Lead the system, not just the team

Senior leaders, functional heads and those moving into enterprise roles.

5 MODULES

TRACK 05

Career Track

Your own trajectory, on purpose

High performers, emerging leaders and succession pools.

5 MODULES

WAYS TO RUN IT

Same curriculum, three depths. Pick the room you are trying to change, then pick how far you want to take it.

OPTION ONE

One module

Any single module, standalone. The quickest way to see how a session runs, or to close one specific gap.

- One to two hours
- No prerequisites
- An executive team, a group of managers, or a cohort
- In person or virtual

OPTION TWO

One track

Five or six modules built around one population and one outcome. The standard engagement.

- Five or six modules in sequence
- Typically six to ten hours in total
- Cohorts of six to ten
- Weekly, every two weeks or monthly

OPTION THREE

The full curriculum

All five tracks and 27 modules as one cohort, over roughly eight months at a weekly pace. The option that changes how an organization talks.

- 27 modules, five tracks, one cohort
- Roughly eight months, weekly
- Opens or closes with The Leadership Playbook
- Peer accountability between sessions

Working with an executive team, coaching one leader, or need an outside read on the organization? I also offer leadership team sessions, 1:1 executive coaching and management consulting.



How it runs, and what it changes.

Every module is built the same way and delivered the same way. This is what that looks like in practice, and what an organization is left with at the end of it.

WHAT EVERY MODULE HAS IN COMMON

GROUNDING

Built on published research and more than 25 years of leading global teams, not on opinion.

REFLECTIVE

Every module opens with the participants' own experience and returns to it. The questions are the teaching.

ENGAGED

Small cohorts by design. Every module opens a discussion, and leaders learn as much from each other as from the material.

ACTIONABLE

Each session closes with specific commitments for the week ahead. Insight without action is entertainment.

HOW A TRACK RUNS

5 to 6 modules

in each track, one to two hours per module

6 to 10 hours

a typical track, end to end

6 to 10

participants per cohort

In person or virtual

the format does not change the content

Your cadence

weekly, every two weeks or monthly, you set the rhythm

One coach

Manish delivers every module personally

WHAT THE ORGANIZATION GETS

Clearer direction

A vision turned into goals that connect every team to it.

Managers who act on engagement

What drives and drains people, taught as things a manager can change.

A common language

One shared vocabulary from first-line managers to the executive team.

Decisions closer to the work

Decisions handed to the people closest to the facts.

A bench planned ahead

Successors named and developed before a key seat opens.



All 27 modules at a glance

Every module belongs to exactly one track, and each track is described in full on the pages that follow. Tracks can be run on their own, in sequence, or drawn from individually when a specific gap needs closing.

TRACK 01

Leadership Foundations Track

- 1 Emotional Intelligence & Self-Awareness
- 2 Command & Control vs. Servant Leadership
- 3 Earning Trust
- 4 Building High-Performing Teams
- 5 The Art of Delegating
- 6 Difficult Conversations & Conflict Resolution

TRACK 02

People Leader Track

- 1 Motivation, Engagement, Loyalty & Winning Opportunities
- 2 Guided Discovery
- 3 Managing Talent
- 4 Managing Within the Law
- 5 Inclusive Decision Making
- 6 Resilience & Beating Burnout

TRACK 03

Executive Presence Track

- 1 Executive Communication
- 2 Understanding Body Language
- 3 Exercising Influence
- 4 Managing Up & Marketing Yourself
- 5 Financial Literacy for Leaders

TRACK 04

Enterprise Leader Track

- 1 Vision, Strategy & Goals
- 2 Systems Thinking
- 3 Organizational Power Management
- 4 Culture by Design: Values & Learning
- 5 Leading Change & Transformation

TRACK 05

Career Track

- 1 Leadership Passages
- 2 Career Development Plan
- 3 Getting Promoted
- 4 Business Owner Mindset
- 5 The Leadership Playbook

Participant workbook • Career Development Plan

Issued with the Career Track and kept by the participant

"The best way to find out if you can trust somebody is to trust them."

Ernest Hemingway • quoted in Earning Trust

ONE TRACK FOR EACH BEARING

The Five Bearings™

The Five Bearings are the five directions every leader must learn to lead in. Every leader leads in all five. A promotion changes which bearing carries the weight. Each bearing is one track.





The Leadership Foundations Track

The fundamentals nobody formally taught you

Going from doing the work to getting it done through others is the hardest transition in a career, and most people make it with no training at all. These are the fundamentals, as useful in year one as they are to someone who has led for a decade without them.

Emotional Intelligence & Self-Awareness

The inner game that decides whether your other strengths land.

Most leaders are less self-aware than they believe. This module helps them see how they come across, especially under pressure.

YOU WILL LEAVE WITH

Your top three triggers named, and a plan to pause before you react.

Command & Control vs. Servant Leadership

Why the best leaders flip the pyramid, and when the old model still fits.

Both styles aim for results but differ on whether people work best controlled or trusted. This module shows when each one fits.

YOU WILL LEAVE WITH

One decision to hand fully to your team this week, and not take back.

Earning Trust

Your most valuable leadership asset.

Trust has to flow down to your team, up to your leaders and across to your peers. This module covers how it is built, broken and rebuilt.

YOU WILL LEAVE WITH

One concrete step this week to build trust with your team, your leader and a peer.

Building High-Performing Teams

How a team works together matters more than who is on it.

Great teams are built on purpose. This module shows how to make it safe to speak up while holding a high bar.

YOU WILL LEAVE WITH

A 90-day sequence for building your team, and one step to take this week.

The Art of Delegating

The lever that multiplies your impact, or the bottleneck that caps it.

Delegating is not handing off tasks. It is handing over the outcome, the authority and the accountability, with check-ins instead of hovering.

YOU WILL LEAVE WITH

Three tasks that belong to someone else, and one to hand off this week.

Difficult Conversations & Conflict Resolution

The conversations you must have, and the conflicts you must resolve.

Avoiding a hard conversation only makes it harder. This module covers how to hold the ones that are yours and help others resolve theirs.

YOU WILL LEAVE WITH

A plan for the conversation you have been avoiding, to hold this week.

WHO THIS TRACK IS FOR

For anyone responsible for people, whether newly promoted or years into the job without formal training.



The People Leader Track

When the basics are no longer enough

Once the basics are in place the job gets harder, not easier. This is the depth: what actually moves people, how to coach instead of tell, how to grow and keep talent, where the legal line sits, and how to sustain it without burning out.

Motivation, Engagement, Loyalty & Winning Opportunities

What drives people, engages them, and earns their loyalty.

Each person is driven by something different, and the strongest motivators cost nothing. This module covers how leaders engage people and earn loyalty.

YOU WILL LEAVE WITH

A plan to learn what drives each person, and one winning opportunity for your team.

Guided Discovery

Leading people to their own breakthroughs.

People act on the answers they find themselves. This module teaches leaders to coach with questions, and to know when to simply tell.

YOU WILL LEAVE WITH

A simple structure for coaching with questions, ending in a clear commitment.

Managing Talent

Finding, growing and keeping great people.

Everything a leader does scales through people. This module covers how to hire, grow and keep strong people, and build a bench.

YOU WILL LEAVE WITH

Your biggest succession gap named, with at least one person to develop for it.

Managing Within the Law

What every manager must know about leading people legally.

Most managers who face legal action are good managers who did not know the rules. This module covers what every manager needs to know.

YOU WILL LEAVE WITH

A 30-day plan to tighten how you hire, document and make people decisions.

Inclusive Decision Making

Better decisions, and decisions that actually stick.

People carry out the decisions they helped shape. This module shows how to bring the right voices in, and when to decide alone and say so.

YOU WILL LEAVE WITH

Two people you have been leaving out, and one step to include them this week.

Resilience & Beating Burnout

Perform for the long run, and protect the people who do.

Burnout is a system problem, not a personal weakness. This module covers how to spot it early and protect your energy and your team's.

YOU WILL LEAVE WITH

The biggest cause of strain on your team named, and one recovery window to protect.

WHO THIS TRACK IS FOR

Experienced managers, managers of managers and functional leads.



The Executive Presence Track

Land the message, command the room

Being right is not the same as being heard. This is what happens in the room, how you structure a message, what your body says before you speak, how you influence without authority, and whether you can hold your own on the numbers.

Executive Communication

Clarity, authority and impact at the highest levels.

Senior leaders want the answer first and a clear ask. This module helps leaders get to the point and turn data into a decision.

YOU WILL LEAVE WITH

A 30-day practice plan, starting with your next executive meeting.

Understanding Body Language

When words and body conflict, people read the body.

People read your body before your words. This module helps leaders read others more accurately and notice what they signal under pressure.

YOU WILL LEAVE WITH

Your biggest blind spot named, and one habit to practice this week.

Exercising Influence

Making things happen at work and beyond.

Influence is what you do, not the title you hold. This module shows why asking and listening often move people further than pushing.

YOU WILL LEAVE WITH

A plan for one important conversation where you will ask and listen first.

Managing Up & Marketing Yourself

Become the leader your leader wants to work with.

Great work that nobody sees does not get funded or promoted. This module covers how to make your leader's job easier and your team's work visible.

YOU WILL LEAVE WITH

One senior leader named whose trust you will work to earn over the next 90 days.

Financial Literacy for Leaders

Speak the language of business.

Leaders who cannot talk about money rarely get a seat where strategy is set. This module covers reading the numbers and making the business case.

YOU WILL LEAVE WITH

A four-week plan to learn your team's numbers, starting with its top three costs.

IN THEIR WORDS

"One of the most valuable lessons I took from Manish's mentorship was the importance of expressing my perspective as a thought leader, even when an issue was outside my direct area of responsibility."

Balasubramanian Krishnan

Vice President, State Street • Curriculum Cohort 2026

WHO THIS TRACK IS FOR

Leaders preparing for board exposure, senior forums and C-suite audiences.



The Enterprise Leader Track

Lead the system, not just the team

At some point your job stops being about your team and starts being about the system your team sits inside. This is direction, structure, culture, power and the mechanics of change at organizational scale.

Vision, Strategy & Goals

Craft the vision, choose the strategy, set the goals.

Strategy says what to do and vision says why it is worth doing. This module covers both, and goals that connect every team to them.

YOU WILL LEAVE WITH

A one-sentence vision for your team, ready to test on someone outside it.

Systems Thinking

Every problem that keeps coming back is a system.

Most management effort goes into reacting to events. This module helps leaders see the patterns underneath and fix causes instead of symptoms.

YOU WILL LEAVE WITH

Your most persistent problem mapped, with the one change that would matter most.

Organizational Power Management

Stop looking up for decisions. Look across.

Too many decisions travel up the chain when they could be settled across it. This module helps leaders move decisions to where the knowledge sits.

YOU WILL LEAVE WITH

One decision you will stop making for your team, handed back this week.

Culture by Design: Values & Learning

What you stand for when it costs something.

Values are not posters. They are what a leader tolerates and rewards. This module also covers how to make learning a team habit.

YOU WILL LEAVE WITH

Three to five values your team lives today, each backed by evidence.

Leading Change & Transformation

Moving people through uncertainty, and making it stick.

Most change fails with the people, not the plan. This module covers how to win early support and carry people through the difficult middle.

YOU WILL LEAVE WITH

A one-minute vision for your change, and three allies to enlist this week.

WHY IT MATTERS

70%

of change efforts fall short, and they fail in the human transition.

McKinsey & Company

WHO THIS TRACK IS FOR

Senior leaders, functional heads and those moving into enterprise roles.



The Career Track

Your own trajectory, on purpose

Leaders who develop everyone but themselves stall. This applies the same deliberateness to your own path, where you are going, what the next level actually demands, and who needs to know your name before the seat opens.

Leadership Passages

From individual contributor to enterprise leader.

Each step up demands new skills, a new use of time and new values. Many leaders bring the habits of their last level into the new one.

YOU WILL LEAVE WITH

An honest read on the level you lead at today, and what the next one asks of you.

Career Development Plan

Design it deliberately. Live it intentionally.

Your career plan and your performance plan are not the same thing. This module helps leaders design their career on purpose, alongside their life.

YOU WILL LEAVE WITH

Your career plan started in a workbook you keep, and the one gap to close this year.

Getting Promoted

Promotion is recognition of what you have already proven.

A promotion needs readiness, a business need and a budget, and only readiness is yours. This module covers what changes between levels and what holds strong performers back.

YOU WILL LEAVE WITH

A plan for your promotion conversation, and the evidence to show before you have it.

Business Owner Mindset

Think like an owner, wherever you sit.

Thinking like an owner has nothing to do with your title. This module covers the daily habits of ownership, and what to do when it unsettles colleagues.

YOU WILL LEAVE WITH

One act of ownership outside your job description, to take this week.

The Leadership Playbook

The behaviors that separate high performers, in one place.

Twenty-four everyday behaviors across mindset, relationships and execution. Run first, it maps the whole program. Run last, it brings it together.

YOU WILL LEAVE WITH

Your strongest behavior and your biggest gap named, with one action for this week.

WHERE IT LEADS

**Several of the people I developed
now hold CTO, GM, VP and Director
roles.**

Reference calls are available on request.

WHO THIS TRACK IS FOR

High performers, emerging leaders and succession pools.

START THE CONVERSATION

One module, one track, or the full curriculum.

Whether that is one module, one track for one population, or the full curriculum run as a cohort, it begins the same way: a short conversation, with no obligation beyond it. We will find the bearing your leaders need first.

FROM THE COHORTS

"I reported to Manish as a Director of Engineering, and how I lead today as a global head of implementation traces directly back to him. ... Manish doesn't just train people; he permanently changes how they lead."

Kevin Gu

Global Head of Implementation
Curriculum Cohort 2023 · Reported to Manish directly

"Working for him, I learned by watching. In the cohort, I was actually taught, and I could use it the same week. ... He ran engineering organizations of several hundred people and every model he teaches is one he used under real pressure."

Sharon Ben Hayon

Director of Engineering, Lob
Curriculum Cohort 2024 · Reported to Manish directly

"One of the most valuable lessons I took from Manish's mentorship was the importance of expressing my perspective as a thought leader, even when an issue was outside my direct area of responsibility."

Balasubramanian Krishnan

Vice President, State Street
Curriculum Cohort 2026 · Reported to Manish directly

01

One conversation

Thirty minutes on the gap you are trying to close.

02

A mapped proposal

Within a week, the tracks and sequence that fit.

03

A pilot module

Run one module before you commit to more.

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SCAN TO VISIT

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