



EXECUTIVE COMPASS

Charting the Path to Exceptional Leadership

THE LEADERSHIP CURRICULUM

Charting the Path to Exceptional Leadership

Five tracks, 27 modules. Each track is built around one population and one outcome — so you pick the room you are trying to change, not a shopping list.

5

TRACKS

27

MODULES

1:1

EXECUTIVE COACHING

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Five tracks. 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 — and the track is also the thing you buy.

TRACK 01 Leadership Foundations Track <i>The fundamentals nobody formally taught you</i> For anyone responsible for people, whether newly promoted or years into the job without formal training. 6 MODULES	TRACK 02 People Leader Track <i>Depth on the parts nobody taught you</i> Experienced managers, managers of managers, and functional leads. 6 MODULES	TRACK 03 Executive Presence Track <i>Land the message, command the room</i> Leaders preparing for board exposure, senior forums and C-suite audiences. 5 MODULES	TRACK 04 Enterprise Leader Track <i>Lead the system, not just the team</i> Senior leaders, functional heads, and those moving into enterprise roles. 5 MODULES	TRACK 05 Career Track <i>Your own trajectory, on purpose</i> High performers, emerging leaders, and succession pools. 5 MODULES
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WAYS TO WORK TOGETHER

Three ways to engage

OPTION ONE One Track Five or six modules built around one population and one outcome. The standard engagement, and the one most clients start with. ● Five tracks, ready to run ● Each module runs 1–2 hours ● Cohorts of 6–10 ● In person or virtual	OPTION TWO The Full Curriculum All five tracks and 27 modules, run as a single cohort over roughly eight months. The deepest option, and the one that changes how an organization talks. ● 27 modules · 5 tracks · one cohort ● Roughly 8 months ● Opens or closes with The Leadership Playbook ● Peer accountability between sessions	OPTION THREE 1:1 Executive Coaching The same frameworks applied to one leader and their real situation. The curriculum becomes the map; the engagement follows what that leader actually needs. ● Individual engagements ● Modules used as diagnosis and language ● Often paired with a track ● Confidential throughout
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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 named, tested frameworks — Lencioni, Tuckman, Charan, Kotter, Oshry, Minto, Maister, Greenleaf — 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 just a pleasant conversation.

HOW A TRACK RUNS

5–6 modules

in each track, at 1 or 2 hours per module

6–10 hrs

a typical track, end to end

6–10

participants per cohort

Virtual or In Person

the format does not change the content

Your cadence

weekly, fortnightly or monthly — you set the rhythm

One coach

Manish delivers every module personally

WHAT THE ORGANIZATION GETS

A higher-performing organization

A vision people can quote, goals that cascade and trace upward, and strategy that survives contact with execution — which is where most of it is otherwise lost.

Greater employee satisfaction

De-motivation, burnout and going unheard all sit inside a leader's control — and every one of those levers is named and taught.

A common language

One vocabulary across a management layer, so decisions stop being re-explained.

Decisions closer to the work

Delegation levels, the inclusion decision tree, and calls made where the data sits.

A bench instead of a gap

Talent, passages and promotion readiness as one system — ready before the 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	TRACK 02 People Leader Track	TRACK 03 Executive Presence Track	TRACK 04 Enterprise Leader Track	TRACK 05 Career 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	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	1. Executive Communication 2. Understanding Body Language 3. Exercising Influence 4. Managing Up & Marketing Yourself 5. Financial Literacy for Leaders	1. Vision, Strategy & Goals 2. Systems Thinking 3. Organizational Power Management 4. Culture by Design: Values & Learning 5. Leading Change & Transformation	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

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.

IQ gets you into the room; emotional intelligence decides what happens once you are there. The four domains, the six-second gap between trigger and response, and the uncomfortable finding that 95% of leaders believe they are self-aware while 10–15% actually are.

YOU WILL LEAVE WITH

- Your triggers mapped, with a chosen response
- The six-second pause, practiced
- Outside data on intention versus impact

Goleman's four domains • Eurich • amygdala hijack

Command & Control vs. Servant Leadership

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

Both models aim at results; they differ on whether people perform best controlled or trusted. A head-to-head on engagement, innovation, retention and decision speed — then, honestly, the rare cases where directive leadership is the right call.

YOU WILL LEAVE WITH

- An honest self-rating, and your team's
- One decision handed over and not taken back
- The behavioral shifts that make it daily

Greenleaf • flip the pyramid

Earning Trust

Your most valuable leadership asset.

Trust is the currency of leadership; everything else runs on it. The Trust Equation, and the three directions trust has to flow — down to your team, up to your leadership, and laterally to peers, the most overlooked and most fragile of the three.

YOU WILL LEAVE WITH

- A trust audit in all three directions
- The behaviors that deposit, and overdraw
- A rebuilding protocol you can actually use

Maister, Green & Galford

Building High-Performing Teams

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

Google studied 180 teams and found the difference was never raw talent. Psychological safety paired with high standards, Lencioni's five dysfunctions, Tuckman's stages and what each needs from you, and Hackman's finding that 60% of performance is set before the work begins.

YOU WILL LEAVE WITH

- Your team's stage diagnosed, and its needs
- The conditions checklist, set deliberately
- A weekly, monthly and quarterly rhythm

Project Aristotle • Lencioni • Tuckman • Hackman

The Art of Delegating

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

Delegation is not handing off work; it is transferring outcome, authority and accountability together. The four reasons leaders resist, the Skill/Will matrix for matching task to person, the five-level authority spectrum, and the six failure patterns with a recovery for each.

YOU WILL LEAVE WITH

- Three tasks named that belong to someone else
- The authority level stated out loud, every time
- A debrief that turns a task into development

Skill/Will matrix • 5-level authority spectrum

Difficult Conversations & Conflict Resolution

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

Two acts. The conversation that belongs to you: what avoidance costs, how to prepare, and a six-step model that leaves dignity intact. Then conflict between two others, where your role is facilitator rather than judge — and the Rules of Engagement that make it hold.

YOU WILL LEAVE WITH

- The conversation you have been avoiding, held
- A cheat sheet of what to do and never do
- Rules of Engagement for a reset

The Dialogue Model • Rules of Engagement

WHO THIS TRACK IS FOR

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

FRAMEWORKS IN THIS TRACK

Goleman • Greenleaf • Maister, Green & Galford • Project Aristotle • Lencioni • Tuckman • Hackman • Skill/Will

The People Leader Track

Depth on the parts nobody taught you

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.

Four questions, one session. Why intrinsic motivation outlasts every bribe, the twelve de-motivators that sit inside a leader's control, the four-level engagement spectrum with a move for each, the challenge-plus-support pairing that earns loyalty, and how winning compounds.

YOU WILL LEAVE WITH

- Every person placed on the spectrum, honestly
- Your own biggest de-motivating behavior
- One visible win engineered for your team

Intrinsic vs. extrinsic • the 12 de-motivators • engagement spectrum

Guided Discovery

Leading people to their own breakthroughs.

People do not argue with their own conclusions. The coaching technique that builds capability rather than dependency: five question types, GROW as a scaffold, listening 80% of the time — and the six situations where coaching is wrong and you should simply tell them.

YOU WILL LEAVE WITH

- A coaching conversation you can run this week
- Five question types, and when to use each
- A clear rule for when to coach, when to tell

The GROW model • five question types

Managing Talent

Finding, growing and keeping great people.

Your highest-leverage work. Building a pipeline before the seat opens, hiring for trajectory not pedigree, the 70-20-10 model, why retention starts on day one rather than at the exit interview, the can't-versus-won't diagnosis, and succession honest enough to name names.

YOU WILL LEAVE WITH

- A written development plan per direct report
- Your biggest succession gap, with a candidate
- A quarterly talent review you will run

70-20-10 • the 9-Box talent grid

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 where the line was. Protected classes and the four-part filter, interview questions, defensible documentation, your first five moves when a complaint lands, progressive discipline, and retaliation.

YOU WILL LEAVE WITH

- Three tests for any interview question
- A same-day documentation habit
- A five-question pre-termination checklist

Title VII • ADA • FMLA • PWFA • EEOC

Inclusive Decision Making

Better decisions — and decisions that actually stick.

Inclusion is not a soft benefit; it is how decisions get executed, because people implement what they helped shape. What inclusion earns and exclusion spends, facilitation that draws out the quiet ones, and a decision tree for when to be inclusive and when to be directive.

YOU WILL LEAVE WITH

- A decision tree for your next major call
- Two people you have been excluding
- The habit of naming your mode out loud

The Inclusion Capital Model • the inclusion decision tree

Resilience & Beating Burnout

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

Burnout is chronic workplace stress that was never managed — a system problem with a leadership solution. The three clinical dimensions, six root causes, why mid-level managers burn out most, and the stress-plus-recovery rhythm that actually builds capacity.

YOU WILL LEAVE WITH

- Recovery protected like infrastructure
- The root cause diagnosed, not the symptom
- Six moves that defend your team's energy

Three dimensions • six root causes • Gallup & APA data

WHO THIS TRACK IS FOR

Experienced managers, managers of managers, and functional leads.

FRAMEWORKS IN THIS TRACK

GROW • 70-20-10 • 9-Box grid • Title VII, ADA, FMLA, PWFA • EEOC • Gallup & APA data

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.

The skill executives value most and organizations develop least. BLUF and the Pyramid Principle, calibrating to the question a CFO is actually asking, preparing for what you hope will not be asked, and the SCR arc that turns data into a decision.

YOU WILL LEAVE WITH

- A one-page brief for your top initiative
- A chart that concludes, not describes
- One rehearsed ask, coalition pre-built

Minto Pyramid • BLUF • Hewlett • SCR

Understanding Body Language

When words and body conflict, people read the body.

The brain reads posture before it processes a sentence. Reading clusters of signals rather than isolated cues, recognizing what you broadcast under pressure, and adjusting for the moments that carry weight. Includes danger-zone habits and a cross-cultural section for global teams.

YOU WILL LEAVE WITH

- The ability to read a room in real time
- Your undermining habits named, with fixes
- A physical approach for each kind of moment

Signal clusters • cross-culture reading

Exercising Influence

Making things happen at work and beyond.

Power is something you have; influence is what you do with it. Barnes' four elements, the expressive and receptive tactic sets — and why most leaders overuse the first — the line between influence and manipulation, and what the research on perspective-taking adds.

YOU WILL LEAVE WITH

- A plan for one high-stakes conversation
- An honest audit of your default style
- A quick-reference card of tactics

B. Kim Barnes • Galinsky & Maddux

Managing Up & Marketing Yourself

Become the leader your leader wants to work with.

Managing up is professional excellence, not politics. Bad news first and fast, arriving with options rather than problems, and the traps that quietly destroy a leadership brand. Then internal marketing: direct and indirect, for you and for your team.

YOU WILL LEAVE WITH

- A proactive update sent before it was asked
- One skip-level relationship opened
- A visibility audit of your team's best work

Direct & indirect marketing • visibility traps

Financial Literacy for Leaders

Speak the language of business.

Financial fluency is the price of a seat at the strategy table. The vocabulary, how to read a P&L, balance sheet and cash flow, budgeting and variance, the CapEx approval that quietly bills your OpEx budget for years, and building an ROI case finance will fund.

YOU WILL LEAVE WITH

- Your team's top three cost drivers
- An ROI case with a payback period
- A one-page financial story in plain language

P&L • CapEx/OpEx • ROI • unit economics

WHO THIS TRACK IS FOR

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

FRAMEWORKS IN THIS TRACK

Minto Pyramid • BLUF • SCR • Hewlett • signal clusters • B. Kim Barnes • Galinsky & Maddux • P&L, CapEx/OpEx, ROI

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 tells people what to do; vision tells them why it is worth doing. What separates a vision people follow from one nobody can quote, the strategic disciplines 97% call critical and 23% are rated strong at, then OKRs, acceptance criteria and cascading without mandating.

YOU WILL LEAVE WITH

- A one-sentence vision, tested on a stranger
- Acceptance criteria for your top three goals
- A cascade everyone can trace upward

VSEM · OKRs · Playing to Win

Systems Thinking

Every problem that keeps coming back is a system.

Most management effort is spent at the event level, the lowest-leverage point there is. The iceberg model, the two feedback loops behind every recurring behavior, and four archetypes leaders walk into repeatedly. Worked examples from Amazon, Netflix, Toyota and the firefighting trap.

YOU WILL LEAVE WITH

- A causal loop drawn for your worst problem
- The archetype your organization repeats
- One high-leverage intervention, not a fix

The Iceberg Model · feedback loops · archetypes

Organizational Power Management

Stop looking up for decisions. Look across.

Built on Barry Oshry's work. We are all Tops, Middles and Bottoms, often within the same hour, and each role carries a reflex trap we fall into without choosing it. Systems blindness, why decisions belong near the data, and power hoarded versus power multiplied.

YOU WILL LEAVE WITH

- The role you are actually playing, named
- One decision pushed back where it belongs
- A peer-aligned recommendation, not an escalation

Barry Oshry · Pearce & Conger

Culture by Design: Values & Learning

What you stand for when it costs something.

Values are not posters; they are the decisions you make under pressure, and they are only tested when holding them is expensive. Uncovering the values you actually hold, activating them, the three tensions that test them — then the rituals that build a learning organization.

YOU WILL LEAVE WITH

- Three to five values, each with evidence
- One place behavior and values diverge
- A learning ritual added to your rhythm

Senge · the Learning Pyramid · values under pressure

Leading Change & Transformation

Moving people through uncertainty, and making it stick.

Around 70% of change efforts fall short, and they fail in the human transition. Opens with the First Follower — why the second person matters more than the first — then Kotter to organize it, ADKAR to land it person by person, and Satir to navigate the dip.

YOU WILL LEAVE WITH

- A one-minute vision for your change
- Three influential allies enlisted
- One system changed so behavior sticks

Kotter · ADKAR · Satir · Sivers

WHO THIS TRACK IS FOR

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

FRAMEWORKS IN THIS TRACK

VSEM · OKRs · Playing to Win · Iceberg Model · Oshry · Pearce & Conger · Senge · Kotter · ADKAR · Satir

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.

Charan's Leadership Pipeline. Six passages, each demanding a shift in skills, time application and — hardest of all — what you genuinely value about the work. Most leadership problems are passage problems: the title of the new level with the habits of the last one.

YOU WILL LEAVE WITH

- An honest read on your actual passage
- What your next level demands, specifically
- A diagnosis you can apply to your team

The Leadership Pipeline • Charan, Drotter & Noel

Career Development Plan

Design it deliberately. Live it intentionally.

Your career plan and your performance plan are not the same goals, and confusing them is expensive. The twelve questions, the five pillars, mentorship and the life plan running alongside — then the execution layer: prioritizing the one gap with the highest return.

YOU WILL LEAVE WITH

- A three-to-five year plan, worked backwards
- Your highest-return gap, prioritized
- A completed workbook you keep and revisit

Includes the participant workbook

Getting Promoted

Promotion is recognition of what you have already proven.

Three forces must align — your readiness, organizational need and budget — and only one is yours to control. The expectation shift between levels, the two career tracks, the behaviors that signal readiness before the title, and the six mistakes that hold high performers back.

YOU WILL LEAVE WITH

- Next-level behaviors, demonstrated now
- Three advocates who can describe your work
- A promotion conversation with an evidence plan

Three forces model • the three network tiers

Business Owner Mindset

Think like an owner, wherever you sit.

Acting like an owner has nothing to do with the org chart; it is the lens on every decision. The passenger-versus-owner contrast, the daily habits that separate them, and — uniquely — what to do when acting like an owner makes colleagues feel threatened.

YOU WILL LEAVE WITH

- One act of ownership outside your remit
- One source of waste surfaced, with a fix
- A strategy for the colleague you unsettle

Amazon Leadership Principles

The Leadership Playbook

The behaviors that separate high performers — and where to go deeper.

Twenty-four behaviors across mindset and attitude, relationships and influence, and execution and accountability — each mapped to the module that treats it in depth. Used at the end of a track it consolidates everything; used at the start it hands a cohort the whole map before they take the first step.

YOU WILL LEAVE WITH

- The twenty-four behaviors as one working reference
- An honest read on your strength and your gap
- One behavior committed to, with an action this week

Serves as program opener or capstone

WHO THIS TRACK IS FOR

High performers, emerging leaders, and succession pools.

FRAMEWORKS IN THIS TRACK

The Leadership Pipeline • Charan, Drotter & Noel • SMART • three forces model • Amazon Leadership Principles



EXECUTIVE COMPASS

Charting the Path to Exceptional Leadership

Where do your leaders need to go next?

Start with a conversation about the capability gap you are actually trying to close. We will map it to a track and recommend a sequence that fits where your leaders actually are.

START THE CONVERSATION

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