

## Lead from the Middle – Program Outline

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Developing High Performance Leaders

### LEAD FROM THE MIDDLE

#### TIER 3 HIGH PERFORMANCE OPERATIONS LEADERSHIP

#### Program Description

Moving from a front line leader to a middle management leader is one of the most challenging evolutions a leader can make.

Middle Manager Leaders must learn to work ‘on the business’ instead of working ‘for the business’. Middle Managers can no longer rely solely on technical expertise and are required to develop strong business and people management skills. Middle Managers are required to lead both strategic and tactical initiatives. Middle Managers must learn to navigate multiple layers of management and more complicated internal and external relationships.

This comprehensive and practical leadership skills development program will provide middle managers with the tools and thinking to successfully transition to a High Performance Middle Management Leader. The program will be delivered based on a virtual hybrid model with content delivered both virtually and in person.

This skill development program is based on learn and do methodology. Each leader is required to apply what they learn through a personal development plan that they will complete during the program.

Each leader will receive one-on-one coaching support from a proven and experienced leader to guide them through key practical skill development and formation of essential leader habits. Each leader is also required to have an internal company mentor to advise, challenge and support them through the program.

#### Skill Development Focus

The objectives of the program are to:

- Develop essential Middle Manager Leader skills including situational leadership, decision making and core roles and responsibilities
- Learn to develop one’s self and those around you
- Gain practical knowledge of the fundamentals of effective tier 3 management systems – the Organizational Systems Thinking™ (OST) Model.
- Learn to better communicate, build effective relationships and manage organizational politics
- Develop Middle Manager Leader skill fundamentals such as problem leadership, work on vs work for the business, operations finance and strategic leadership

#### Program requirements

The following are the requirements to participate in the program:

- Actively engage in a personal development plan
- Willingness to interactively participate and share best practices with other program leaders
- Attend all peer skill development and individual coaching sessions
- Personal commitment to work independently to practice and create new leader habits
- Complete the 1 hour on-line introduction to Organizational System Thinking session

#### Participant Profile

Current and future middle manager leaders including operational leaders from manufacturing, healthcare, service, distribution, government and not-for-profit sectors.

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### Program content - Middle Manager Leader Skill & Habit Development

#### Module 1 - 'Mastering Middle Manager Leadership'

##### Session 1 – From Manager to Leader

- Situational leadership
- Decision making
- Middle leadership roles and responsibilities
- Melting the organizational iceberg

##### Session 2 – Communicate from the Middle

- Communicate up, down, out and across
- Leading change
- Building relationships
- Managing organizational politics

#### Module 2 - 'Tier 3 Human Skill Development';

##### Session 3 – Develop Yourself

- Self-Development and skill mastery – knowing your core strengths and how to build on them
- Getting and using feedback – Emotional intelligence
- Building resilience & stress management
- How to say 'no'

##### Session 4 – Develop Others

- Talent Management and people succession development
- Empowering others to make decisions
- Delegation for development – challenging but not directing.
- Closed loop questioning
- Change 2.0 – getting others to change

#### Module 3 - 'Tier 3 Manager System Thinking'

##### Session 5 – Tier 3 Organizational Systems Thinking™ (OST)

- Systems thinking and design
- Developing and evolving tier 3 systems
- Managing external system forces

##### Session 6A – Middle Manager Fundamentals – Operations Finance

- Profit and loss statement
- Cost types
- Budgeting
- Capital investments

##### Session 6B – Middle Manager Fundamentals

- Managing your attention
- Strategic leadership – deploying organizational strategy
- Problem finding, solving, leadership and escalation
- Working on the business vs. working for the business

### Middle Manager Leader Individual Skill Development, Coaching and Support

#### Peer Exchange Sessions

- Project updates
- Best practice exchange
- Learning exercises to support skill development

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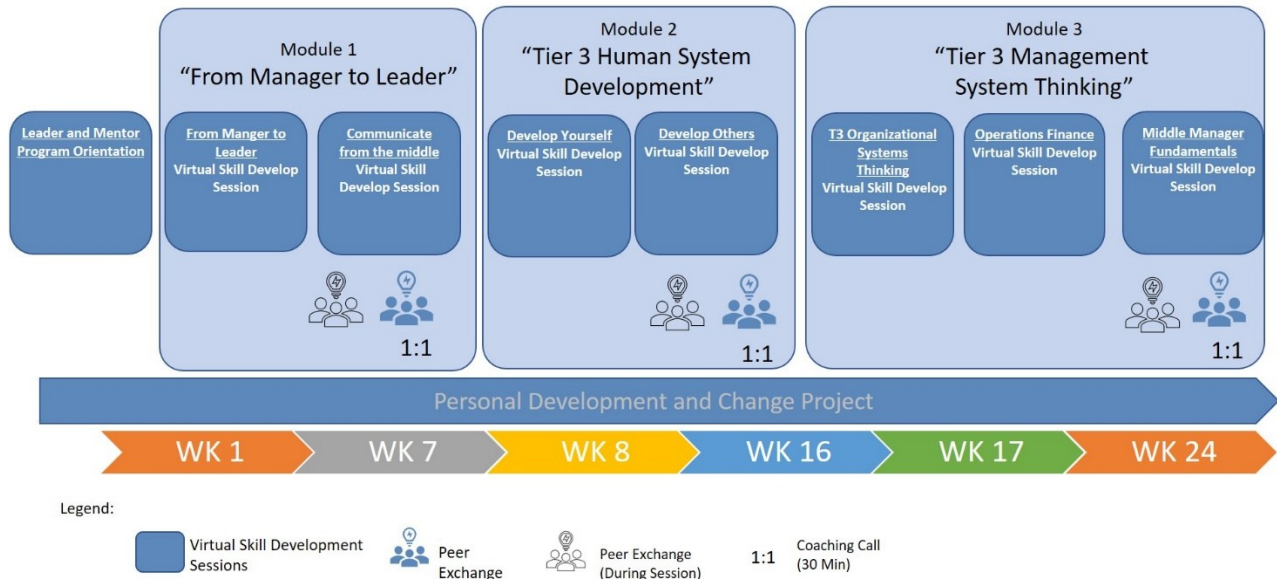
**One-on-one Coaching Calls (1 call per module)**

- Review progress and status of culture or project development
- Opportunity to ask specific questions of the coach
- Leadership coaching and mentorship

**Program at a Glance**

The program will be delivered through a virtual hybrid model. Learning sessions will be delivered virtually in 2.5-hour blocks. Virtual sessions will be delivered at a consistent time weekly with breaks between sessions and modules to allow for application of the thinking. Peer Exchange sessions will be held in person to allow for more in-depth discussion and to strengthen connections with your peers. In person sessions will follow current public health guidelines. All coaching will be facilitated virtually.

**Lead from the Middle**



**Program Tuition**

HPS Consortium members - \$4,900 CDN + HST per leader  
 Non - HPS Consortium members \$5,500 CDN + HST per leader