

## Lead from the Middle – Program Outline

Developing High Performance Leaders

### LEAD FROM THE MIDDLE

#### *HIGH PERFORMANCE OPERATIONS LEADERSHIP*

#### Program Description

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

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 must develop strong business and people management skills. Middle Managers are needed 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 give middle managers the tools and thinking to successfully transition to a High Performance Middle Management Leaders. The program will be delivered based on a live virtual model.

This skill development program is based on the learn-and-do methodology. Each leader will apply what they learn through a personal development plan 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 the formation of essential leader habits. Each leader must also 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
- Learn to communicate better, 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

#### Leader Transformation

Leaders completing this program can expect a personal transformation in the following areas:

- Increased self-awareness and confidence to lead organizationally
- Skilled in integrated management systems implementation and sustainment
- High performance and leadership habit formation
- Organizationally savvy and influential
- Bias for and skillset for organizational talent development and succession planning
- Improved fiscal acumen

#### 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 leadership habits

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### Participant Profile

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

### 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 – 'People 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 – 'Mechanisms and Systems'

##### Session 5 – Tier 3 Management Systems

- 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

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

**Peer Exchange Sessions**

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

**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 live virtual (Winter) and in-person (Fall) model. Learning sessions will be delivered virtually in 4.5-hour blocks or full days in person. Sessions will be delivered per the cohort-specific schedule, with breaks between sessions and modules to allow for the application of the thinking. Peer Exchange sessions are also conducted live virtually. All coaching will be facilitated virtually individually with the assigned coach.

**Lead from the Middle**

