**LEAD FROM THE MIDDLE**

*BECOME THE LEADER OTHERS ASPIRE TO FOLLOW*

### 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.

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 as defined in the Program Content section
☐ 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 skills 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 Enrollment Requirements

The following are the requirements to participate in the program:

☐ Mid-level or above leader with direct reports, high potential front-line leader or individual contributor
☐ Nomination to attend from an executive sponsor or next level-up leader in the organization
☐ Completion of the Career, Habit, & Intention Plan Strategy (CHIPS) template
☐ Willingness to interactively participate and share best practices with other program leaders
☐ Personal commitment to work independently to practice and create new leadership habits
☐ Mentor (internal) assigned/agreed upon by the organization for the leader

## 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***

### Unit 1 - From Manager to Leader
- ☐ Melting the organizational iceberg
- ☐ Middle leadership roles and responsibilities
- ☐ Decision making
- ☐ Situational leadership

### Unit 2 - Communicate from the Middle
- ☐ Communicate up, down, out and across
- ☐ Leading change
- ☐ Building relationships
- ☐ Managing organizational politics

**Module 2 – '*People Development*'**

### Unit 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
- ☐ Be confident saying 'no'

### Unit 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*'**

### Unit 5 – Systems for High Performance
- ☐ Highly Integrated Performance Systems (HIPS)
- ☐ Developing and evolving Tier 3 HIPS
- ☐ Managing external system forces

### Unit 6 - Operations Finance
- ☐ Profit and loss statement
- ☐ Cost types
- ☐ Budgeting
- ☐ Capital investments

### Unit 7 – Leading with Purpose and Precision
- ☐ 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

**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
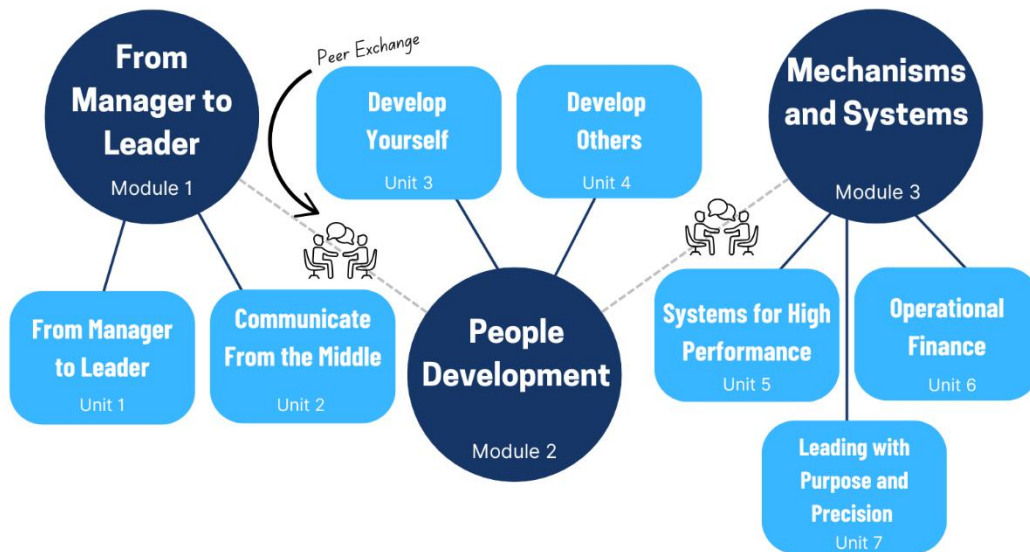
**Post-Program Support Option**

The Impact & Sustainment Check-in Process is an option for program leaders to receive structured post-program support from HPL, their mentor, and their sponsor to assist with long-term leadership impact and to form new leader habits.

Refer to Appendix A below for a detailed breakdown of the support provided during each check-in. This framework ensures you remain on track with your goals and have access to the necessary resources at every stage.

**Program at a Glance**

The program will be delivered in person over six full days over a period of approximately 4 months.  Sessions will be delivered per the cohort-specific schedule, with breaks between sessions and modules to allow for the application of the thinking.  All coaching will be facilitated virtually individually with the assigned coach.



**Lead From The Middle Outline**

- **From Manager to Leader** — Module 1
  - **From Manager to Leader** — Unit 1
  - **Communicate From the Middle** — Unit 2
- *Peer Exchange*
- **Develop Yourself** — Unit 3
- **Develop Others** — Unit 4
- **People Development** — Module 2
- **Mechanisms and Systems** — Module 3
  - **Systems for High Performance** — Unit 5
  - **Operational Finance** — Unit 6
  - **Leading with Purpose and Precision** — Unit 7

# Impact & Sustainment Check-in Process

|  | Theme | Leaders | Mentor | Sponsor |
|---|---|---|---|---|
| **30 Days** | Post Program Impact- Moving Forward | • DIP Approved<br>• Mentoring Plan<br>• Support needs<br><br>Method: Email | • Leader progress implementing 3 Key leanings (Projects)<br>• Leader challenges<br>• Confirm mentoring plan<br><br>Method: Group Coaching | • Status/ progress of Leaders and Mentors<br><br>Method: Email |
| **60 Days** | Progress & Habit Formation | • Project Progress and SMART goals report out<br>• Mentoring effectiveness<br>• Habit check<br><br>Method: Virtual 1:1 | • Application of Key Learnings<br>• Additional training & development needs<br>• Additional support needs<br>• Mentoring-leader best practices<br><br>Method: Email + Group Coaching | • Status of 60 day check-in<br>• Request review project status<br>• Advise on any additional support needs<br><br>Method: Email |
| **90 Days** | Project Completion Impact & Reflection | • Project report out to cohort peers<br> ○ Personal Reflection<br> ○ Impact<br>• Review 2 new projects for the next 90 days<br><br>Method: Virtual Group Session | • Leader's Growth and development<br>• Challenges overcome<br>• Organizational Impact<br><br>Method: Virtual Group Coaching | • Request to review completed project<br>• Status from 90 day check-in<br>• Advise on next steps<br> ○ 2 new projects<br><br>Method: Email |
| **180 Days** | Performance Sustainment | • Personal reflection<br>• Project status<br>• Experience feedback<br><br>Method: Virtual Group Session | • Personal reflection on mentoring<br>• Experience feedback<br><br>Method: Group Coaching | • Request project report out<br>• Status on 180 day check-in<br>• Experience Feedback<br><br>Method: Email |