

THE MIDDLE MANAGER DEVELOPMENT PROGRAMME



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TRAINING CENTER



Introduction

The Middle Manager Development Programme Training Course strengthens managers who sit between strategy and delivery, where pressure arrives from both directions. Participants work through direction setting, team performance, cross-functional influence, and change leadership as one connected managerial practice. The programme addresses the real tensions of the middle: competing priorities, limited authority, and constant translation work. As a result, learners gain practical judgement rather than abstract theory. Furthermore, the course strengthens decision quality, stakeholder credibility, and the resilience needed to lead from the centre of an organization.

The Middle Manager Development Programme Course Objectives

- Define the middle manager's role as translator between strategy and delivery.
- Set direction and cascading objectives using the Balanced Scorecard and OKRs.
- Translate strategy into team priorities and operational plans.
- Allocate resources and manage budgets against competing demands.
- Delegate with clear accountability using the five levels of delegation and RACI.
- Manage performance with KPIs, appraisal cycles, and improvement plans.
- Coach team members using the GROW model and SBI feedback.
- Build cross-functional influence using stakeholder mapping and power-interest grids.
- Lead change with Kotter's eight steps and the ADKAR model.
- Manage upwards, handle conflict, and develop future managers.

Course Methodology

- Interactive sessions built on middle management cases.

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- Workshops on direction setting, resource allocation, and performance practice.
- Group exercises on cross-functional influence and change design.
- Hands-on practice with Balanced Scorecard, OKRs, RACI charts, and KPIs.
- Simulation of competing priorities, resource conflict, and a stalled change.
- Facilitator coaching and peer review on personal development plans.

Who Should Take This Course

- Middle managers and department heads.
- Managers with teams and cross-functional responsibility.
- Senior supervisors moving into middle management.
- Programme and functional managers bridging strategy and delivery.
- Managers handling competing priorities across departments.
- High-potential managers preparing for broader responsibility.

The Middle Manager Development Programme Course Outlines

Day 1: The Middle Manager's Role and Position

- What the middle manager does that no one else does.
- Pressure from above and below: managing both directions.
- Translating strategy into team-level meaning.
- Authority limits, influence, and negotiating room.
- Setting expectations and standards for a team.
- Personal credibility, presence, and self-awareness.
- Case discussion: a middle manager caught between competing demands.





Day 2: Direction Setting and Resource Management

- Cascading objectives with the Balanced Scorecard and OKRs.
- Turning strategy into quarterly and operational plans.
- Resourcing, budgeting, and capacity planning for a team.
- Prioritisation with urgency-importance analysis and the Eisenhower matrix.
- Delegation with the five levels of delegation and RACI accountability.
- Cost control, forecasting, and reporting to senior management.
- Workshop: building a team plan with resources and priorities.

Day 3: Performance, Coaching, and Team Development

- Setting performance expectations, KPIs, and standards.
- Running appraisal cycles and one-to-one routines.
- Feedback with the SBI (Situation-Behaviour-Impact) model.
- Coaching with the GROW model.
- Managing underperformance with structured improvement plans.
- Building capability, succession, and future managers.
- Exercise: conducting a performance and development conversation.

Day 4: Cross-Functional Influence and Managing Upwards

- Stakeholder mapping with power-interest grids.
- Building influence without formal authority.
- Negotiating priorities and resources with peers and senior leaders.
- Structured briefing and the pyramid principle (Minto).

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- Handling conflict with the Thomas-Kilmann conflict modes.
- Managing upwards, escalation, and decision limits.
- Simulation: negotiating a contested priority across functions.

Day 5: Leading Change and Middle Management Growth

- Leading change with Kotter's eight steps and the ADKAR model.
- Communicating change and managing resistance in a team.
- Sustaining performance during transition and uncertainty.
- Ethical judgement and consistency under pressure.
- Personal resilience and managing middle-management pressure.
- Personal development and career planning.
- Capstone: presenting a middle management development plan.

Conclusion

By successfully completing The Middle Manager Development Programme, participants will gain a practical command of direction setting, resource management, performance leadership, and cross-functional influence. They will acquire skills in objective cascade, delegation and coaching, stakeholder negotiation, and change leadership from the middle of the organization. Gentex Training Center designs the programme to help middle managers lead credibly in both directions.

FAQs





Q1 What is the "The Middle Manager Development Programme" course about?

It strengthens managers who sit between strategy and delivery, where pressure arrives from both directions. The course spans the middle manager's role, direction setting and resource management, performance and coaching, cross-functional influence and managing upwards, and leading change.

Q2 What are the key benefits of the "The Middle Manager Development Programme" course?

You gain practical judgement rather than abstract theory. The course clarifies your role in translation and delivery, improves resource and priority decisions, sharpens performance and coaching practice, and strengthens your ability to influence peers and senior leaders without formal authority.

Q3 What skills will I gain from the "The Middle Manager Development Programme" course?

You will develop four core skills: direction setting and objective cascade, resource and priority management, performance leadership with coaching and feedback, and cross-functional influence with change leadership.



Q4 What tools, methods, or standards are covered in the "The Middle Manager Development Programme" course?

The course covers the Balanced Scorecard, OKRs, urgency-importance analysis and the Eisenhower matrix, capacity and budget planning, the five levels of delegation, RACI charts, KPIs with baselines and targets, appraisal cycles and one-to-one routines, structured improvement plans, the SBI (Situation-Behaviour-Impact) feedback model, the GROW coaching model, power-interest grids, the pyramid principle (Minto) for structured briefing, the Thomas-Kilmann conflict modes, escalation and decision limits, Kotter's eight steps, and the ADKAR model.

Q5 How is the "The Middle Manager Development Programme" course applied in real-world practice?

Participants apply it to real work such as cascading a corporate objective into a quarterly team plan, negotiating resources across departments, running an appraisal and development conversation, and leading a team through a change that affects daily work. The same methods support budget reviews and succession planning.