



Management Development: Leading from the Middle

Day 1

Module 1: Uncovering the Manager's Role

- Overview of Mintzberg's 10 roles of management
- Categorizing and deconstructing the roles of management
- Conduct self-assessment of competency in the ten roles of management
- Applying the ten roles of management in the workplace

Module 2: Distinctions Between Leadership and Management

- Recognize characteristics that are unique to managing and leading
- Identify shared characteristics of managing and leading
- Discuss how the characteristics manifest in workplace
- Examine the six skills of effective managers

Module 3: Distinguishing Various Leadership Styles

- Overview of the following leadership styles and theories
 - Lewin's Leadership Styles
 - Blake-Mouton Managerial Grid
 - Path-Goal Theory
 - Transformational Leadership
- Discussion of the pro's and cons to each style

Module 4: Valuable Problem Solving and Decision Making Techniques

- Utilizing productive problem solving techniques
 - Understanding problem solving cycle
 - Define objectives
 - Identify the problem or opportunity
 - Gathering and making sense of information
 - Breakdown the problems
 - Brainstorming solutions
 - Identify and address blocks to problem solving

Module 5: Planning for Today and Beyond

- Discuss strategies for employee retention
- Initiating proactive succession planning
 - Enlisting support from upper management
 - Distinguish content experts and crucial key positions
 - Identifying the knowledge, skills, and abilities of your key people
 - Understanding “a day in the life” of your key people
 - Documenting information obtained in the succession planning process
- Techniques to identify potential succession candidates and conducting knowledge transfer

Module 6: Effective Styles for Managing Conflict

- Overview of the Thomas and Kilmann model, and the Interest Based Relational Approach theory to managing conflict
- Using a five step conflict resolution process

Module 7: Deconstructing and Addressing Conflict in the Workplace

- Define characteristics of competitive and collaborative climates in organizations
- Identify the six main sources of conflict in the workplace
- Defining and addressing the most common types of conflict role personalities

Day 2

Module 8: Deconstructing the Five Principles of Effective Communication

- Overview of the different aspects that make up communication
 - Verbal, non-verbal, written communication, and listening
- Identify, comprehend, and apply the five principles of effective communication
 - Listening actively
 - Respond appropriately
 - Read body language
 - Ask questions to clarify
 - Seek common ground

Module 9: Understanding the Role of Culture and the Diverse Workforce

- Recognizing Generational Differences in the Workplace
 - Identifying the four main generations
 - Distinguish various generational influences and values
 - Identify issues that cross-generational teams face
 - Recognize how to interact with diverse generations in the workplace
- Understanding Cultural Differences in Communication
 - Differentiate awareness in communication across cultures
 - Knowledge of appropriate personal space when communicating

- Awareness of eye contact in communication with different cultures
- Best practices for effective and respectful cross-cultural communication
- between high context and low context communication
- Gender Differences in Communication
 - Recognize how the purpose of communication differs for men and women
 - Identify characteristics and differences between how men and women communicate
 - How to effectively give and share information between women and men

Module 10: Administering Constructive Negative Feedback

- Identifying possible causes for performance gap
- Articulating the problem behavior
- Utilizing a four step strategy for addressing difficulties
- Tactics for overcoming negative attitudes

Module 11: Team Building Blocks

- Tactics to sell your team on itself
- Methods to build pride and professionalism in your team
- Strategies to make and keep your team profitable/successful
- Distinguish where and how your team fits into the organization

Module 12: Building Coalitions

- Defining a coalition
- Discuss benefits of forming a coalition
- Review considerations when building a coalition
 - Specific goals
 - Building consensus
 - Degree of interaction
 - Orientation to a specific issue

Optional Day 3

Module 13: Utilizing Kotter's Eight Steps to Change Management

- Overview of change management (Kotter's Eight Steps to Change Management)
- Demonstrating the Eight Steps in Action:
 - Create a Sense of Urgency
 - Participants will identify potential threats to their change vision and develop scenarios that foreshadow future events
 - Participants will identify individuals or groups that they will need to request support from in order to strengthen their argument
 - Form a Powerful and Guiding Coalition
 - Examine and utilize strategies to identify potential stakeholders
 - Participants will identify areas of weakness their coalition team

- Analyze coalition group to ensure there is representation from various areas in the organization
- Develop a Change Vision (small group or partner work)
 - Participants will identify the values central to change
 - Crystal Ball Activity: Participants will take a critical stance and envision the future of the organization
 - Participants will develop and practice delivering their vision elevator speech
- Communicate the Vision for Buy-in
 - Participants will brainstorm ways to keep their vision front and center
 - Participants will brainstorm ways to address forums for concern
- Empower Broad-based Action
 - Participants will determine how they can apply their vision to various
 - aspects of operations
 - Participants will identify/discuss people who are resistant to change and outline strategies to help them see what's needed and why
- Generate Short-term Wins
 - Participants will identify sure-fire projects that can be used to positively support their vision
 - Discuss how to analyze pro's and con's of goals and the importance of success early in the game
- Build on the Change
 - Discuss how to complete a reflection after each project to analyze what went well and what needs to be improved
 - Revisit how to set goals for continuous improvement
- Make it Stick
 - Discuss how to track progress, collect testimonials, and recognize key members of the change coalition
 - Create and discuss strategies to handle stakeholder turnover