

Developing Managers

For over 20 years, we have worked with middle managers across the private and public sectors, from SME's to global businesses, enabling them to become more self-aware, strategic and effective people managers. We have developed an experiential, work based approach to development which results in increased capability and performance in the workplace to build agile managers for the future.

The role of the middle manager is significant, in managing change, translating objectives of senior managers into actions and motivating others. They are the essential filter for effective 2 way communication between day-to-day operational demands and board strategy.

Our Approach

Our approach focuses on bringing a lens of Appreciative Inquiry to what we do - starting with what managers are doing well, where they see their strengths and areas of passion. This basis enables us to then have far more constructive conversations around development, and creates the right environment to give challenging feedback and support to improve operational performance.

We work in a way which is emergent and attuned to what is going on in the room, we can be flexible to the changing needs of the group. We work on the principle of introduce a model, talk about it, critique it, give it a go and reflect on how you could use it back at work. This experiential approach takes the learning from something theoretical and classroom based, to something really useful and tangible, that they have had the chance to try out with the group before doing it for real.

Tailored Management Development

We work closely in partnership with our clients to design and develop bespoke interventions that meet individual and organisational needs as well as time and resource requirements. From our experience, we know that programmes comprising of a couple of elements spread over a period of time typically has maximum impact. This allows participants to:

- Go away and put their learning into practice and then to bring this applied learning back into another module where successes and challenges of using different approaches and tools can be explored, further building on their learning
- Build relationships with peers and a network of support across the organisation
- Take on work-based projects as part of a development programme (where applicable).

Growing the leaders of the future



Furthermore, feedback from the middle managers we work with and from our experience working with the needs of managers across organisations, we typically find the following themes to be highly valuable in putting together a development programme for middle managers:-

- Exploration around self – Often involves the use of a psychometric such as MBTI
- Change management and building personal resilience
- Coaching skills
- Influencing and impact
- Conflict strategies
- Giving and receiving feedback
- Having difficult conversations
- Assertiveness and mindset
- Exploration of different leadership styles
- Stakeholder management
- Time and workload management.

What our Developing Managers say:



“The programme has helped me to make strategic connections across the organisation, not just as an informal information share, but also giving me a strategic overview of what’s happening elsewhere in the organisation.”

“It was an issue of confidence for me and that has been really helped by the programme as I was able to take the practical tools and techniques that were introduced and practised back to the workplace where I felt I could tackle issues more confidently.”

“I now have more confidence in my ability to manage/coach particularly around encouraging solutions to come from others rather than imposing them myself.”

“I am working more and more with external partners and I am now able to plan for and carry out the more difficult conversations. I know what I want and am aware of many different ways to get there.”

“Keeping in contact with peers has been brilliant for ongoing support and learning those ‘how did you handle it?’ situations, helping us to share and work towards organisational and behavioural best practice.”

