



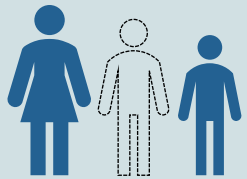
Unsung Heroes

High-Impact Development
for Middle Managers

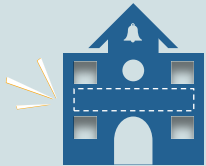


Today's Unsung Heroes

Middle
Child



Middle
School



Middle
Man



Middle
Manager



The Next Endangered Species

FASTCOMPANY LOGIN

This is why no one wants to be a middle manager anymore

Have pity on these poor souls. Corporate life has changed irrevocably—and the person at the center of it is the mid-level manager.

Forbes

FORBES > LEADERSHIP > CAREERS

If Companies Follow The Lead Of Elon Musk And Mark Zuckerberg, Middle Managers Are The Next Layoff Victims

FORTUNE RANKINGS MAGAZINE NEWSLETTERS PODCASTS MORE

SIGN IN [Subscribe Now](#)

COMMENTARY · LEADERSHIP

Layoffs, burnout, return-to-office wars: There's never been a worse time to be a middle manager

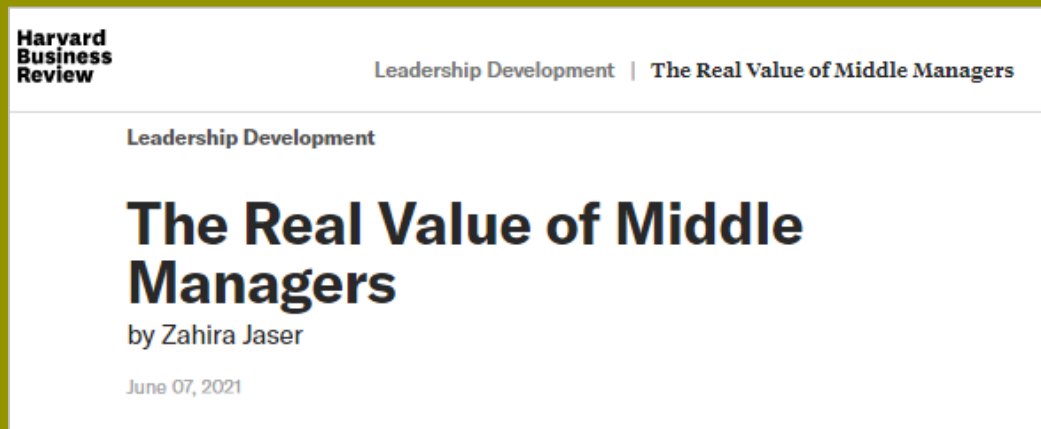
A Different Lens



CLO Editorial Events Resources Awards Advertise More Shop Become

BACK | NEXT

How L&D teams should support the changing role of middle managers



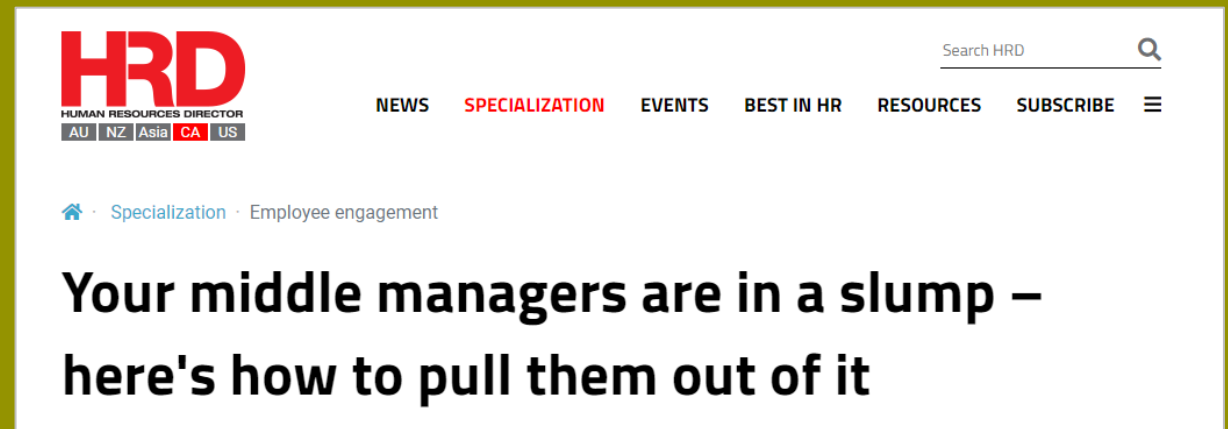
Harvard Business Review Leadership Development | The Real Value of Middle Managers

Leadership Development

The Real Value of Middle Managers

by Zahira Jaser

June 07, 2021



HRD HUMAN RESOURCES DIRECTOR AU NZ Asia CA US

NEWS SPECIALIZATION EVENTS BEST IN HR RESOURCES SUBSCRIBE

Search HRD

Specialization · Employee engagement

Your middle managers are in a slump – here's how to pull them out of it



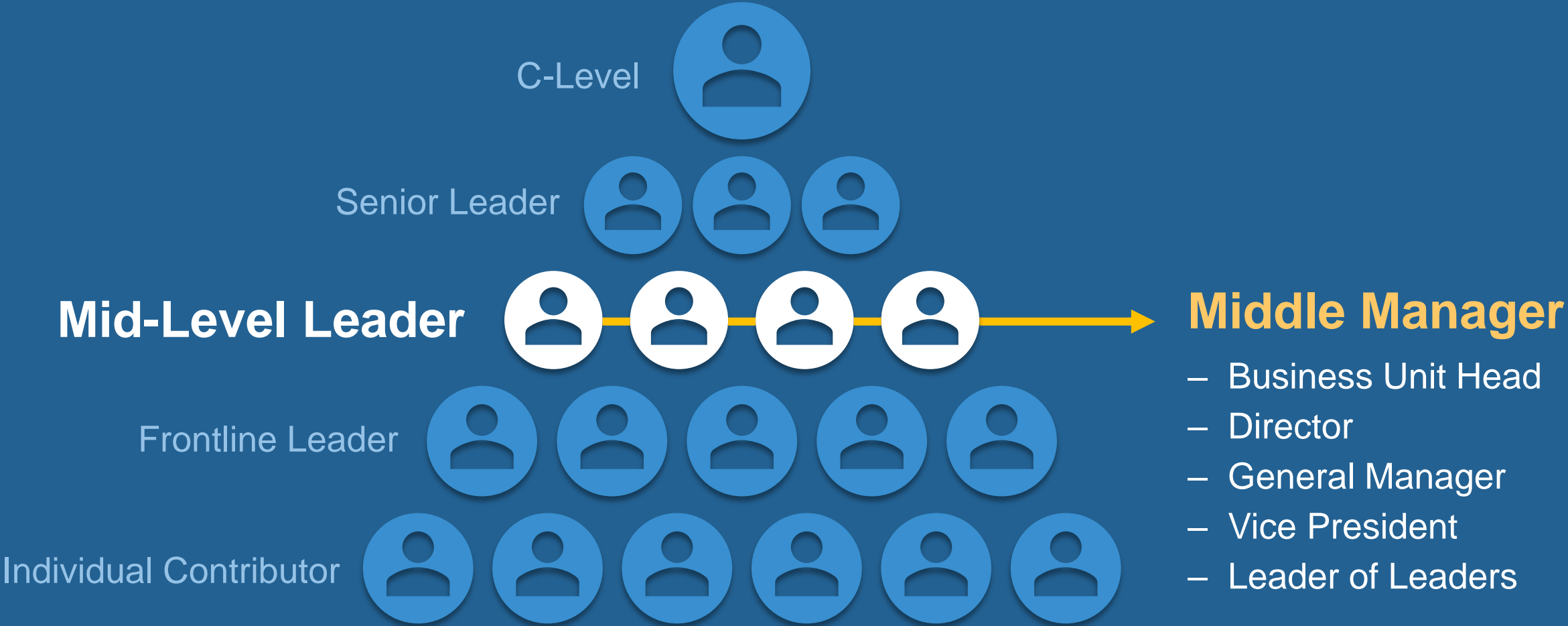
THE HR DIGEST inspiring HR leadership worldwide

Home > Strategy > Training & Development > The Middle Manager Paradox: Why They Struggle and What Can Be Done

THE MIDDLE MANAGER PARADOX: WHY THEY STRUGGLE AND WHAT CAN BE DONE

DIANA COKER • JANUARY 14, 2023 • LEADERSHIP | STRATEGY | TRAINING & DEVELOPMENT

Who Are Your Middle Managers?





What You Shared: Top Skill Gaps of Middle Managers

- Communication
- Coaching & Developing Others
- Emotional Intelligence
- Strategic Thinking
- Time Management
- Delegation
- Adaptability

Most often, middle managers have been promoted for their technical expertise and ability to build positive relationships; they often lack influence skills and the ability to think and execute strategically.

“

- McKinsey & Company, March 2023

Middle management is a vital yet beleaguered role within organizations. Managers face pressures from above and below, they tend to be both **underdeveloped** and **unempowered**, and they face growing pressure to deliver in flatter, faster, and leaner organizational structures, all of which leads to being **underutilized** and **unappreciated**.”



Share in Chat

Effective middle managers can make a huge impact.

What value do they bring to your organization?

How is their role different from that of a frontline leader?

Mid-level managers have always been the connection between strategy and execution.

Now they drive your culture, too.



Strategic Connectors

~~Middle Managers~~

Make an Impact





Accelerate Business at the Speed of Life



Empower Multiple Teams



Navigate Visibility and Vulnerability





Lead a Complex Network

What to Develop: Competencies for Success

- Driving Execution
- Driving Innovation
- Entrepreneurship
- Establishing Strategic Direction
- Navigating Complexity



- Building Organizational Talent
- Coaching and Developing Others
- Executive Presence
- Leading Change

- Building Self-Insight
- Courage
- Emotional Intelligence Essentials
- Energizing the Organization
- Operational Decision Making



- Cultivating Networks and Partnerships
- Global Acumen
- Strategic Influence

POLL: What do you want to prioritize for mid-level leader programs? (Select one.)

- Leading the Business
- Leading Self
- Leading Teams
- Leading Networks

Only **26%** of HR rated their mid-level leader quality as very good or excellent

Only **27%** of HR rated the quality of their mid-level programs as high or very high

DDI, *Global Leadership Forecast 2023*



The “Doughnut Hole” of Development



C-Suite and Senior Executives
Executive Coaching, Custom Development

Mid-Level Leaders?

Frontline Managers
Classroom training, web-based and virtual training, microcourses, learning libraries



What You Shared: Top Challenges When Developing Middle Managers

- Lack of time
- Ego and pride
- Not enough buy-in
- Low commitment
- Not a company priority

“I was promoted so I obviously know what I’m doing and don’t need to develop.”

They don't see their gaps or feel that the training is worth their time.

They find it hard to prioritize it in their agenda.



You Can Make an Impact

How to Develop: Unique Learning Needs

“Weave in our strategy.”

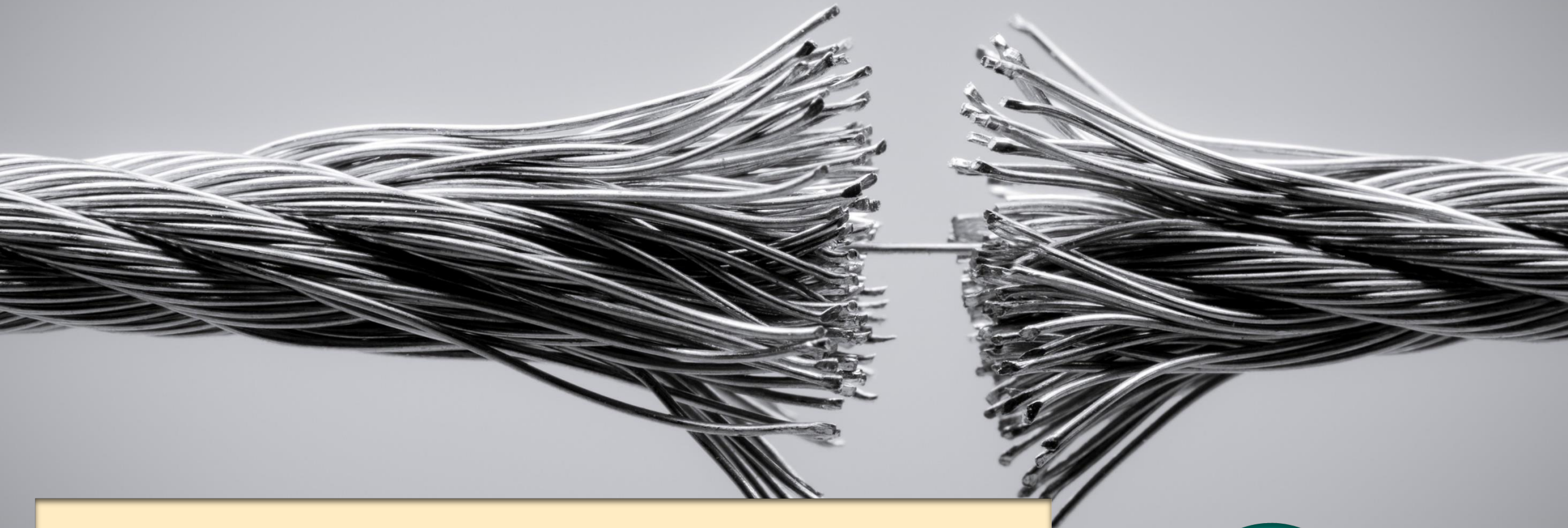


“What can I do differently tomorrow?”

“Tell me about my gaps.”



“Give me time with my peers.”



Developing competencies is not enough.

They can still fail.



A group of people in a meeting room celebrating. One person is wearing a crown. The scene is overlaid with a pink tint.

The Impact of Personality

YOUR LEADERSHIP PERSONALITY STYLE



Following Through



Self-Direction



Always Growing

Managing Your Potential Risk



Be forthright and balanced when trying to persuade others. Communicating the benefits and consequences of your proposed solution establishes full transparency and trust.



When negotiating, establish mutual understanding of both your personal goals and your partner's desired outcomes. This can reveal opportunities for "win-win" scenarios.



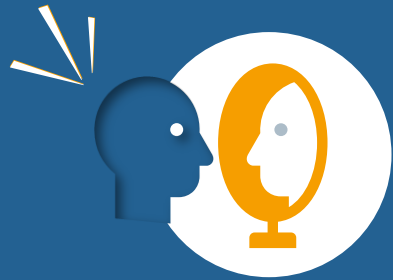
Practice the art of compromise. Realize that you won't always get everything you want, but you can prioritize a handful of things that are most important.

POLL: What's your experience with personality assessments to develop leaders? (Select one.)

- Our leaders clearly understand how their personality impacts how they lead and need to develop.
- It's a standalone tool; we need to connect the personality data with the skills and behaviors leaders need.
- We're exploring how to incorporate personality assessments in leadership development.
- We don't use a personality tool right now.
- Other: Please add to chat

Personalized Development Makes a Difference

Why Insights on Leadership Personality Matter



Develop deeper self-awareness:
What makes me unique as a leader? How do I show up? What helps vs. hinders my success?



Gain ahals from reflection
and discussion with peers



Translate traits and
tendencies into action

Leadership Development Design Principles to Deliver Breakthrough Experiences



Personalized

Highlight what the unique value is for me



Relevant

Connect with my challenges and organization



Immersive

Let me experience the challenge



Human

Help me feel the emotional connection to the situation



Trusted

I'm going to get value out of this



Personalized

- Unique to me
- Self-assessments
- Insights on personality



*Share via chat:
What's working
for you?*



Relevant

- Real-world challenges
- Case studies
- Peer learning



*Share via chat:
What's working
for you?*



Immersive

- Learn by doing
- Problem solving
- Simulations



*Share via chat:
What's working
for you?*





Human

- Human side of leadership
- Shared reflection and insights
- Being vulnerable



*Share via chat:
What's working
for you?*



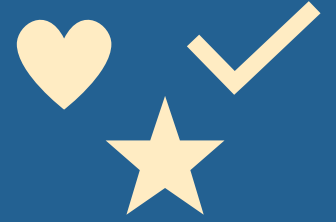
Trusted

- Anchored on research
- Tested content
- Measurable behavior change



*Share via chat:
What's working
for you?*

Which of these 5 design principles do you want to turn the volume up on?



Mark up with your annotation tools



Personalized



Relevant



Immersive



Human



Trusted

▶▶▶ A Program for Strategic Connectors

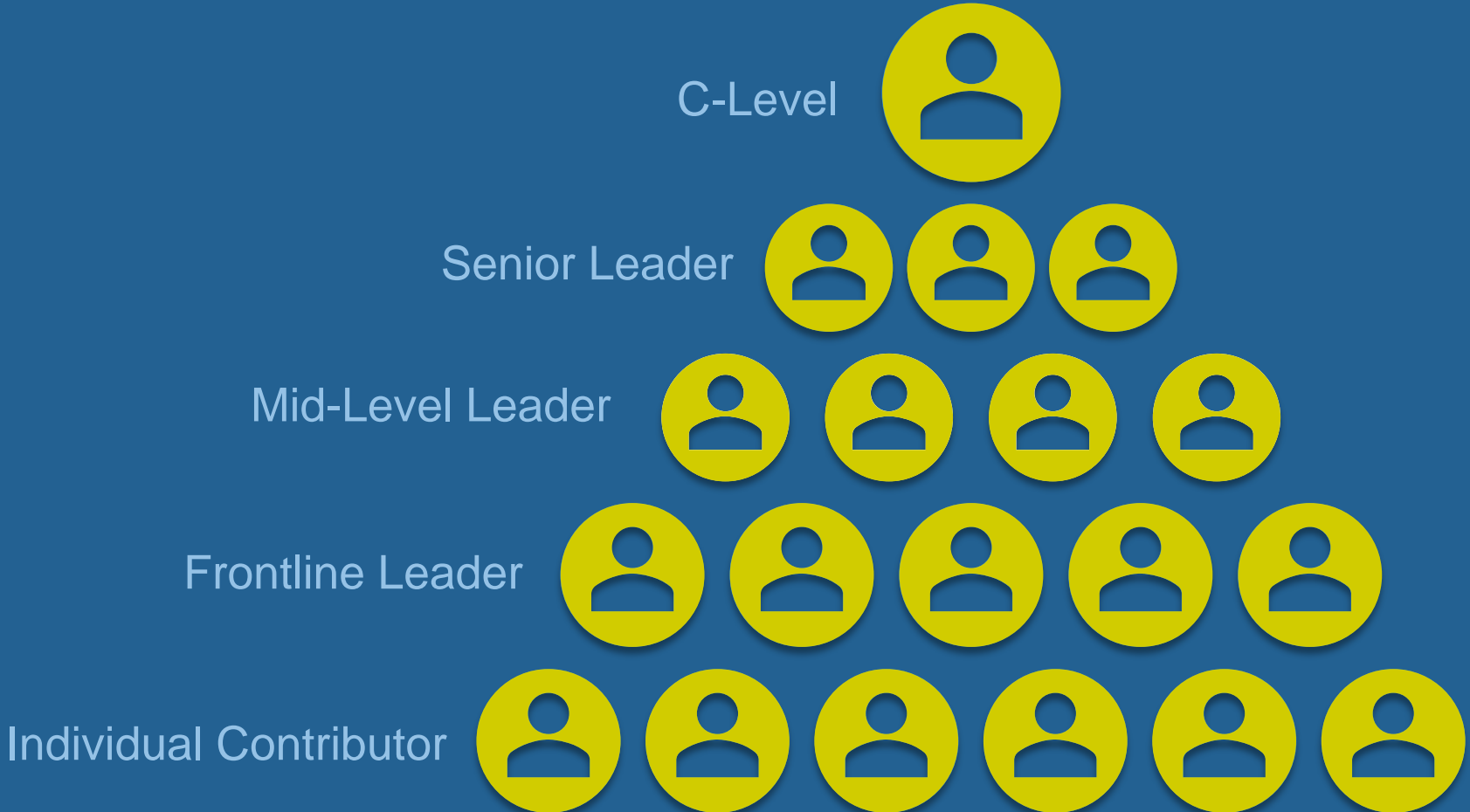
“After we marketed this program just for director-level and above, we got so many sign-ups that we now have a wait list!”

– L&D Head from an Electronics Company

Engage/Kickoff	Learn			Measurement & Sustainment
	Phase 1	Phase 2	Phase 3	
CEO Message	Key Courses: <i>EQ: Mastering Self</i> <i>EQ: Mastering Interactions with Others</i>	Key Courses: <i>Coaching for Growth</i> <i>Connecting Talent to Strategy</i>	Key Courses: <i>Accelerating Change</i> <i>Driving Transformation Through Culture</i>	Recognition <ul style="list-style-type: none"> • Reflections • Celebration
Onboarding Orientation				
Learners complete Leadership Personality Insights inventory	Reinforcement: <i>Peer Coaching Essentials</i> Microcourse EQ Insights Report Peer Learning Group	Reinforcement: <i>Finding Balance within a Multicultural Team</i> and <i>Storytelling with Data</i> Microcourses Coaching Insights Reports Peer Learning Group	Reinforcement: <i>What's on Your Radar?</i> Microcourse Change Insights Report Peer Learning Group	Measurement <ul style="list-style-type: none"> • Evaluations • Participation • Pinpoint Usage • Impact Study
Set up Peer Learning groups				

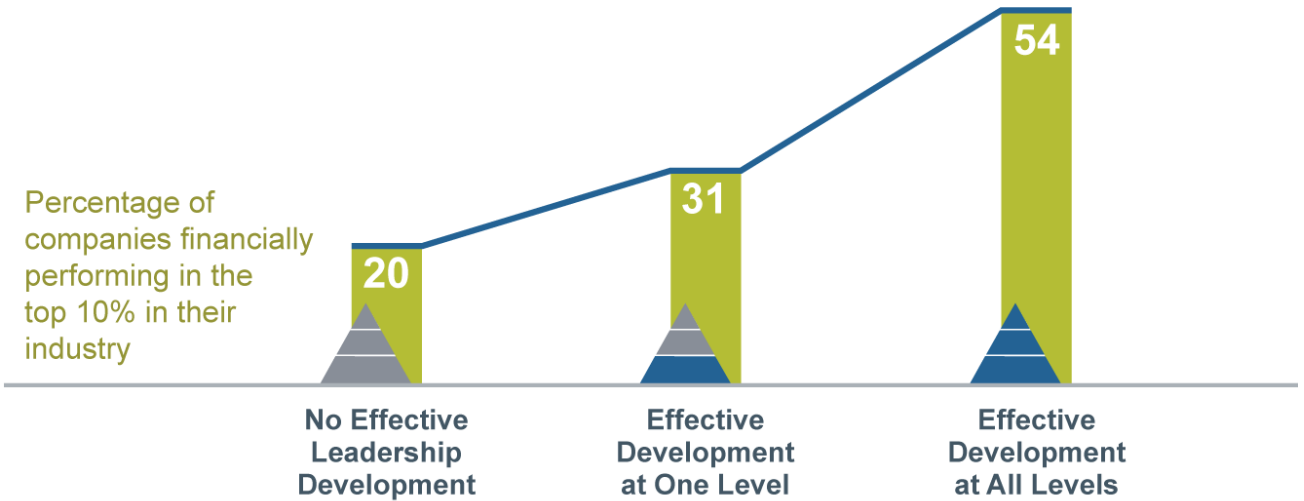
Powered by DDI's Pinpoint, a Learning Experience Platform

From Mid-Level to Multi-Level



Build a Pipeline Development Strategy

Development Quality Across the Pipeline



© Development Dimensions International, Inc. 2023. All rights reserved.

Source: DDI, Global Leadership Forecast 2023



Share via Chat

Now What?

**What's your
biggest aha!?**

**What are your
next steps?**



—
Questions?



—
Thank you!

www.ddiworld.com
info@ddiworld.com

