



# Case Study

## Middle Management Programmes

### Client Drivers

A large global organisation wanted to develop talented individuals at middle management level across the global footprint of the company to strengthen the pipeline to more senior leader roles.

In particular their drivers were to:

- ▶ Drive middle managers on their default leadership style and behaviours and provide an environment for them to reflect and consider where they may need to adapt this given certain conditions and circumstances
- ▶ Develop an increased focus on driving performance through coaching and mentoring of others
- ▶ Develop middle managers' global perspective of business and build sustainable long term internal networks across geographical boundaries
- ▶ Raise awareness of the skills sets required at more senior levels to deliver the change required within the business
- ▶ Enable middle managers to work effectively in cross cultural non-hierarchical remote teams outside of their area of expertise.

### Strategis' Solution

Two highly engaging and interactive 1 week modules facilitated over a six months period with pre-programme work and inter-modular activities and project challenges, delivered to cohort groups from across Asia and Europe. Key activities for the groups include:

- ▶ Pre-programme work for middle managers and webinar briefing for them and their line managers in readiness for individual learning
- ▶ Module 1 focussed on raising self-awareness, understanding behavioural preferences, cultural diversity, working with actors to practise effective conversations in different leadership situations, team building activities and developing high performing teams
- ▶ Supervised coaching of a university undergraduate in employability, over the 6 months, as a vehicle to develop coaching and mentoring skills
- ▶ Delivery of a real charity based experiential group project, sponsored by an internal senior business leader and an external sponsor from the charity, introduced during Module 1, worked on during the 6 months and completed during Module 2
- ▶ 1:1 and group coaching during Modules 1,2 and throughout the six months.
- ▶ 360° feedback
- ▶ Module 2 focussed on change management, project work at the charity site, team effectiveness observations and feedback, final recommendations and presentations to the project charity sponsors and senior business sponsor
- ▶ Behavioural and attitudinal reviews and evaluation pre, post and 6 months after the programme.

### Value To Our Clients

A Middle Management cohort who are highly enthused and inspired to take a more proactive approach to leadership both with direct reports and other stakeholders and are tuned into spotting the behaviours which are aiding and detracting from adding value to relationships and projects, and ultimately driving business value.

The programme enables this key talent pipeline to:

- ▶ Differentiate between the different styles and approaches of leadership that direct reports require in varied contexts and situations
- ▶ Ask powerful coaching questions which enable others to raise their own level of performance
- ▶ Challenge themselves when in a multi-cultural team environment to suspend judgement and hear the variety of contributions made by different individuals so they can truly leverage the potential of the team
- ▶ Create strong and powerful relationships with external stakeholders where they quickly gain credibility, trust and the ability to influence and shape solutions and decisions
- ▶ Drive change, not only by recommending new ideas but really considering what it is going to take to get others behind the changes
- ▶ Recognise when they need to push themselves and others out of their comfort zones and how to ensure support is available during these key growth stages.

### Delegate Quotes & Content

"Has really made me think about who I am, what I want, other people (reports, peers etc.), and how to communicate better with them to get the best performance from me and my team."

"Pushed me outside of my comfort zone."

"Very diverse workshop covering a lot of topics, which are relevant to the roles we are in. This is not only from a theoretical point of view, but more importantly also from a practical point of view by the several exercises and interactive sessions. The project and student coaching concepts are brilliant."

"Very good inspiring session. The role play left a deep impression on me. Enjoyed it a lot."

"Exceeded my expectations. Very thought provoking and insightful. This education will add a huge amount of value to my current and future roles."

LEADERSHIP  
 BUSINESS VALUE 360°  
 STRATEGIC CHALLENGE  
 PRISM..... REMOTE WORKING  
 HIGH PERFORMING TEAMS  
 COACHING SELF-AWARENESS  
 CULTURAL DIVERSITY GROWTH  
 SELF DIRECTED TEAM REVIEWS  
 PERFORMANCE COMFORT ZONES  
 CHANGE ADAPTING BEAVIOUR  
 MENTORING COLLABORATION  
 EXTERNAL PARTNERSHIPS  
 CSR FEEDBACK