



Developing Leader of Managers Leadership Programs

Key insights

Why does investing in Leaders of Managers (middle managers) make business sense?

Direct business impact

- Companies with top-quartile middle-manager achieve 3–21× higher 5-year TSR vs. bottom quartile (McKinsey).
- Leadership practices at the middle layer show a statistically significant correlation with financial performance (McKinsey).

Boosts engagement, productivity & retention

- Managers account for ~70% of the variance in team engagement (Gallup).
- Only 27% of managers are engaged, and just 44% receive formal management training (Gallup).
- Strong middle-manager leadership significantly improves employee engagement and commitment (Frontiers in Psychology, 2024).

Critical to strategy execution & transformation

- **Less than 12%** of business transformations succeed without mobilizing strong middle managers (HBR).
- Middle managers are the “cultural glue” and operational backbone—the link between strategy and frontline execution (Harvard Business Publishing).

Market signals: the capability gap is widening

- Leader & manager development is the #1 HR priority globally for 2025 (Gartner).
- 75% of HR leaders say managers are overwhelmed, and 69% say managers lack change-leadership skills (Gartner).
- Only ~20% of middle managers feel supported to be successful people leaders (McKinsey).

Risk of not investing

- Poorly equipped middle managers slow down change, increase turnover risk, and lower innovation, according to multiple organizational behavior studies.
- Overloaded and under-trained middle managers create bottlenecks in execution, culture, and agility (HBR + academic research).

Key Challenges

There are six key challenges we've identified for the Leader-of-Managers role based on stakeholder interviews and input from senior leaders.

Managing Up

- *Balancing Senior leadership expectations with reality.*
- *Limited decision-making authority.*
- *Securing leadership buy-in and resources.*



Collaborating & Influencing Across

- *Navigating organizational silos & cross-functional collaboration.*
- *Influencing without direct authority.*
- *Enhancing organizational agility.*



Leading Change

- *Leading change with limited influence.*
- *Overcoming resistance.*



Managing Down

- *Bridging the gap between strategy and execution.*
- *Driving accountability without micromanaging.*
- *Handling team burnout and morale issues.*



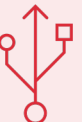
Leading & Developing Talent

- *Building capabilities for effective succession planning.*
- *Empowering teams while avoiding micromanagement.*
- *Addressing performance issues and developing underperformers.*



Decision-Making & Risk Management

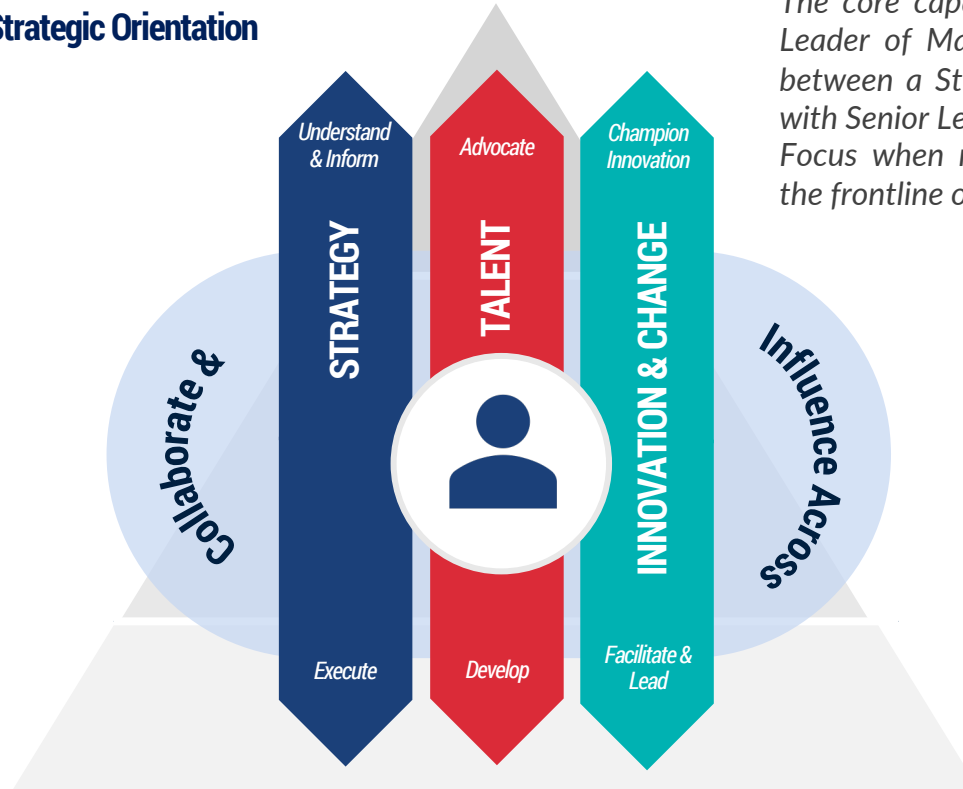
- *Overcoming analysis paralysis and fear of failure.*
- *Balancing decisive action with appropriate risk assessment.*
- *Managing accountability without complete authority.*



Leader of Managers Role – Main Pillars



Strategic Orientation



The core capabilities that define success as a Leader of Managers have a polarized nature, between a Strategic Orientation when dealing with Senior Leadership at the top and a Tactical Focus when reaching out to people below at the frontline of execution.

Tactical Focus



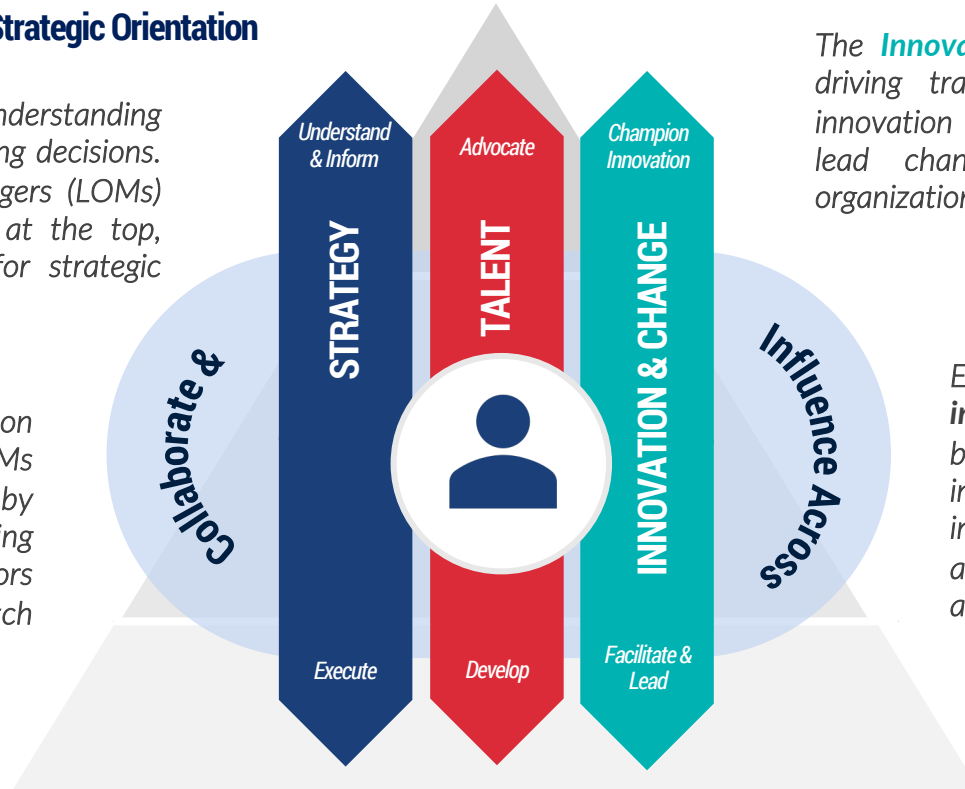
Leader of Managers Role – Main Pillars



Strategic Orientation

The **Strategy** pillar is about understanding the business context and shaping decisions. At the base, Leaders of Managers (LOMs) execute operational priorities; at the top, LOMs inform and advocate for strategic direction.

The **Talent** pillar focuses on developing your people. LOMs advocate for their teams by securing resources and removing barriers, and develop successors through coaching and stretch assignments.



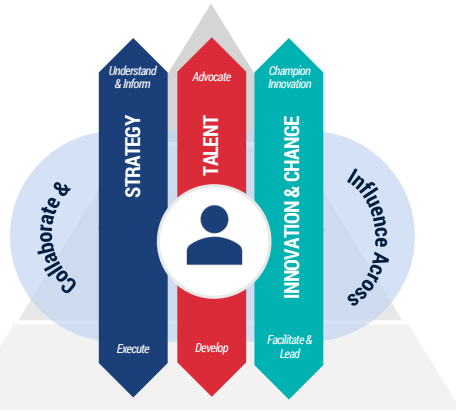
The **Innovation & Change** pillar is about driving transformation. LOMs champion innovation by encouraging new ideas, and lead change initiatives to keep the organization agile

Effective LOMs **collaborate and influence** across the organization by building relationships, sharing information, breaking down silos, influencing without formal authority, aligning stakeholders, and driving consensus.



Leader of Managers Role – Summary

Strategic Orientation



Tactical Focus



Leader's Role



Strategic Orientation

Understand & Inform Strategy

- Manage Expectations & Upward Communication
- Develop a Strong Executive Presence

Advocate for Talent

- Build Capability with a Long-Term View
- Build and Retain a High-Potential Pipeline

Champion Innovation

- Identify and Champion Innovative Ideas
- Secure Buy-in for Innovation

Translate & Execute Strategy

- Translate Strategy into Actionable Goals & Plans

Develop Talent

- Drive Team High-Performance
- Develop People Leadership Capability
- Shape Team Climate

Facilitate Innovation & Lead Change

- Drive Process Improvement
- Lead Change



Tactical Focus

Leader's Challenges



Managing Up

- Balancing Senior Leadership Expectations with Reality
- Limited Decision-Making Authority



Managing Down

- Bridging the Gap Between Strategy and Execution
- Driving Accountability without Micromanaging
- Handling Team Burnout and Morale Issues



Collaborating & Influencing Across

- Navigating Organizational Silos & Cross-Functional Collaboration
- Influencing Without Direct Authority
- Enhancing Organizational Agility



Leading and Developing Talent

- Building Capabilities for Effective Succession Planning
- Empowering Teams while Avoiding Micromanagement
- Addressing Performance Issues and Developing Underperformers



Leading Change

- Leading Change with Limited Influence



Decision-Making & Risk Management

- Overcoming Analysis Paralysis and Fear of Failure
- Balancing Decisive Action with Appropriate Risk Assessment
- Managing Accountability Without Complete Authority

Module Content

Based on the challenges and the role LOMs play in the organization, we created a hybrid learning experience with virtual and highly experiential face-to-face components. Some of the topics included are shown below.

	Virtual		Instructor-Led Training					
	M1 - The Leader of Managers Role	M2 - Leading with EI	M3 - Enterprise Mindset	M4 - Strategic Acting	M5 - Accountability & Agility	M6 - Building Talent	M7 - Collaboration & Influence	M8 - Strategic Communication
Description	Builds self-awareness through 360 feedback and role reflection, helping participants identify strengths & development areas.	Strengthens Emotional Intelligence to support effective leadership under pressure.	Drives enterprise-wide thinking, collaboration, and alignment with business goals.	Builds the ability to act decisively and align actions with strategy in uncertain conditions.	Equips LOMs to foster ownership and lead with agility through change.	Supports talent development through practical tools for long-term capability building and a high-potential pipeline.	Enhances cross-functional influence and collaboration through self-awareness, credibility, and organizational savvy.	Develops impactful leadership communication through presence, messaging, and storytelling.
Topics	<ul style="list-style-type: none"> • LOM Challenges & New Mindset • Self-awareness in the LOM role • Leadership Challenge • Personal Action Plan 	<ul style="list-style-type: none"> • Business Case • Emotional Quotient Inventory: <ul style="list-style-type: none"> ○ Self-Perception ○ Self-Expression ○ Interpersonal ○ Decision Making ○ Stress Management 	<ul style="list-style-type: none"> • Enterprise Leadership: Mindset, Action, & Operation • Enterprise vs. Network Mindset • Productive Exchange & Unique Value • Creating a Climate that Enables Enterprise Leadership 	<ul style="list-style-type: none"> • Strategic Acting • Balancing Short-Term Execution with Long-Term Impact • Acting Decisively Amid Uncertainty • Strategic Acting as a Learning Opportunity • Role-Play Practice 	<ul style="list-style-type: none"> • Building an Accountability Climate • Leading Change with Agility • Managing Reactions to Change 	<ul style="list-style-type: none"> • Build Capability: <ul style="list-style-type: none"> ○ Buy-Build-Borrow ○ Develop People Leadership Capability • High-Potential Pipeline: <ul style="list-style-type: none"> ○ Actively Invest in Careers ○ Share Talent ○ Act Decisively 	<ul style="list-style-type: none"> • Foundations: Self-awareness, Credibility & Org. Savvy • Key Tactics: <ul style="list-style-type: none"> ○ Building Strong Networks ○ Recognizing Influence Signals ○ Involving Others 	<ul style="list-style-type: none"> • Key Audiences and Communication • Executive Presence • Communicating with Impact (SCR Model) • Storytelling (Hero's Journey): Inspiring Communication for Alignment

Want to learn more about our approach to leadership development? Contact us...



*We believe in
human potential...*

*potential to **grow**, potential to **dream**, potential to **lead***

www.ativa.com.mx
+52 (81) 8851.2827
info@ativa.com.mx