

What senior managers can do to develop middle managers.

We happen to think that community banks are like OREOs...the really good stuff is in the middle. The middle is where senior level focus and direction gets filtered and delivered to customer facing employees. It's hard to function successfully without effective managers in the middle.

The majority of your future leaders are already located somewhere in your institution. Developing the skills of your next level managers is both a challenge and an opportunity. Spending time developing their skill set will be essential to the success of your organization.

The document below provides a few hints and tips to optimize your manager development activities. Share a copy with anyone in your organization that is responsible for leading middle managers.

Develop Your Middle Managers

- Define responsibilities and authority
- Clarify performance expectations
- Measure success and contributions
- Reward desired behaviors and outcomes
- Encourage growth and development
- Delegate challenging duties
- Develop new manager onboarding programs
- Listen and respond
- Remove hidden agendas and performance expectations
- Take the politics out of management
- Teach coaching and mentoring
- Put expectations in the job description
- Define skill requirements
- Explain opportunities
- Provide role models to emulate
- Provide necessary resources

