

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Leadership for Middle Managers: Leading Up, Down and Across

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Middle managers translate strategy into action and connect senior leaders with front-line teams. This course strengthens the skills middle managers need to lead their teams, manage expectations from senior leadership and collaborate with peers across functions. Participants explore delegation, prioritisation, managing upwards, cross-functional influence, communicating strategy and handling competing demands.

Middle managers are often squeezed between conflicting demands. This course gives you practical strategies to lead your team effectively, influence your manager and build productive peer relationships.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course combines short inputs with case scenarios, role plays, peer coaching, prioritisation exercises and action planning.

Course objectives

By the end of this course, participants will be able to:
• Understand the unique role and challenges of middle managers
• Translate strategy into clear team priorities
• Delegate and empower team members effectively
• Manage upwards and influence senior leaders
• Collaborate and resolve issues with peers across functions
• Manage competing priorities and personal effectiveness

Target audience

This course is suitable for:
• Middle managers and section heads
• Newly promoted department managers
• Supervisors moving into management
• Project and functional managers
• High-potential employees



Course content

Target competencies

Participants will develop competencies in:

- Strategy translation
- Delegation
- Managing upwards
- Peer influence
- Prioritisation
- Communication

Course outline

Day 1: The Middle Manager's Role

09:00–09:54	Responsibilities and expectations
09:54–10:48	Balancing operational and strategic work
10:48–11:00	Common challenges and pressures
11:00–11:30	**Coffee break**
11:30–12:12	Common challenges and pressures (continued)
12:12–13:06	Personal leadership style
13:06–14:00	Exercise: Mapping your stakeholders

Day 2: Leading Down

09:00–09:54	Translating strategy into team goals
09:54–10:48	Delegation and empowerment
10:48–11:00	Motivating and developing team members
11:00–11:30	**Coffee break**
11:30–12:12	Motivating and developing team members (continued)
12:12–13:06	Performance conversations
13:06–14:00	Role play: Delegating a challenging task



Course content

Day 3: Leading Up

09:00–09:54	Understanding your manager's priorities
09:54–10:48	Presenting ideas and proposals
10:48–11:00	Raising concerns and disagreeing constructively
11:00–11:30	**Coffee break**
11:30–12:12	Raising concerns and disagreeing constructively (continued)
12:12–13:06	Building trust with senior leaders
13:06–14:00	Role play: A difficult conversation with your manager

Day 4: Leading Across

09:00–09:54	Cross-functional collaboration
09:54–10:48	Influencing without authority
10:48–11:00	Resolving peer conflicts
11:00–11:30	**Coffee break**
11:30–12:12	Resolving peer conflicts (continued)
12:12–13:06	Shared goals and interdependencies
13:06–14:00	Case study: Breaking down silos

Day 5: Personal Effectiveness

09:00–09:54	Managing competing priorities
09:54–10:48	Time and energy management
10:48–11:00	Resilience under pressure
11:00–11:30	**Coffee break**
11:30–12:12	Resilience under pressure (continued)
12:12–13:06	Continuing development
13:06–14:00	Capstone: Personal leadership action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



Course content

sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	16 Nov 2026	20 Nov 2026	**€3,150.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Vienna Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,940.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Frankfurt Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Kuala Lumpur Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,450.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,860.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Istanbul Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,650.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Amsterdam Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,540.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Singapore Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,820.-**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**
Cape Town Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,890.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
London Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Dubai Confirmed dates	15 Mar 2027	19 Mar 2027	**€3,150.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Frankfurt Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,650.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,450.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,450.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Paris Confirmed dates	3 May 2027	7 May 2027	**€2,860.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Istanbul Confirmed dates	17 May 2027	21 May 2027	**€2,650.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Amsterdam Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,540.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Singapore Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,820.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Rome Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,450.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
London Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Dubai Confirmed dates	19 Jul 2027	23 Jul 2027	**€3,150.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Frankfurt Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,650.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,450.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Barcelona Confirmed dates	30 Aug 2027	3 Sept 2027	**€2,840.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Paris Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,860.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Istanbul Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Amsterdam Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,540.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Singapore Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,820.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Cape Town Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,890.–**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.–**
London Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Dubai Confirmed dates	15 Nov 2027	19 Nov 2027	**€3,150.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,650.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online