



The 7 Common Traps for Middle Managers

Without professional development for middle managers, it's likely you will observe some of the pitfalls below among your middle managers. If you do, it's a good sign that your institution is not reaching its full potential. According to Charan, Drotter, and Noel in *The Leadership Pipeline*, it's essential to avoid:

1. Trying to do everything alone – from technical tasks to people management – without properly delegating to first-level managers
2. Handing off tasks with poor instructions and no system for accountability
3. Communicating poorly with first level managers, leading to misunderstandings and friction
4. Working with first-level managers only as individuals, not as parts of a team
5. Focusing only on getting work done, at the expense of approaching tasks in the most organized way
6. Failing to think strategically about the unit and the work
7. Choosing like-minded direct reports, rather than the best qualified people

Do any of these traps hit a little too close to home? If so, you may need to invest more heavily in your development programs for middle managers! Contact CapPlus to learn how at info@capplus.org.



Join CapPlus in Beijing, China from 19-21 Sept!

CapPlus is proud to partner again with the SME Finance Forum for their 2nd annual Global Forum. This year's Forum will bring together some 400 senior executives from commercial banks, development finance institutions and fintech companies as well as regulators. Topics will focus on SME financing in the context of current global economic volatility and fast paced innovation.

Through a carefully-designed program of presentations and discussions amongst experts and peers, the Global Forum will offer an opportunity for sharing the latest knowledge, empirical data, global expertise, and good practice examples in financial innovation. Individual sessions will highlight innovative partnership structures, new technologies, effective policies, and business models that are successfully improving access to finance for SMEs.

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Championing Middle Managers Underappreciated Contributors to Business Success

By Prinny Anderson, CapPlus Senior Advisor

Earlier this month, CapPlus sponsored a workshop at the Africa Banking & Finance Conference, where I encouraged senior managers to recognize and leverage middle managers' importance to their institutions' success. Read on to learn how your middle managers can be providing the most value to your institution and how to best leverage their position to better equip them to play their essential roles. [Let me know](#) if you're interested in learning more or in hosting a training of your own!

The "middle managers" cohort differs from one institution to another, and their individual responsibilities are often unclear. They are also the least likely to receive training and development for their specific roles. This situation is

unfortunate. Middle managers are keys to company success, and how companies value and support them is a major differentiator between successful and not-so-successful companies.

What makes middle management different from other levels is its unique “translator” function. Middle managers must synchronize completely and communicate effectively with both senior management – the institution’s “architects” who generate goals and strategy – and first-level employees who execute and complete tasks. Strong middle managers are the fulcrum on which the institution moves.

[Click here to read how effective middle managers can contribute to your success in **four key areas**.](#)

