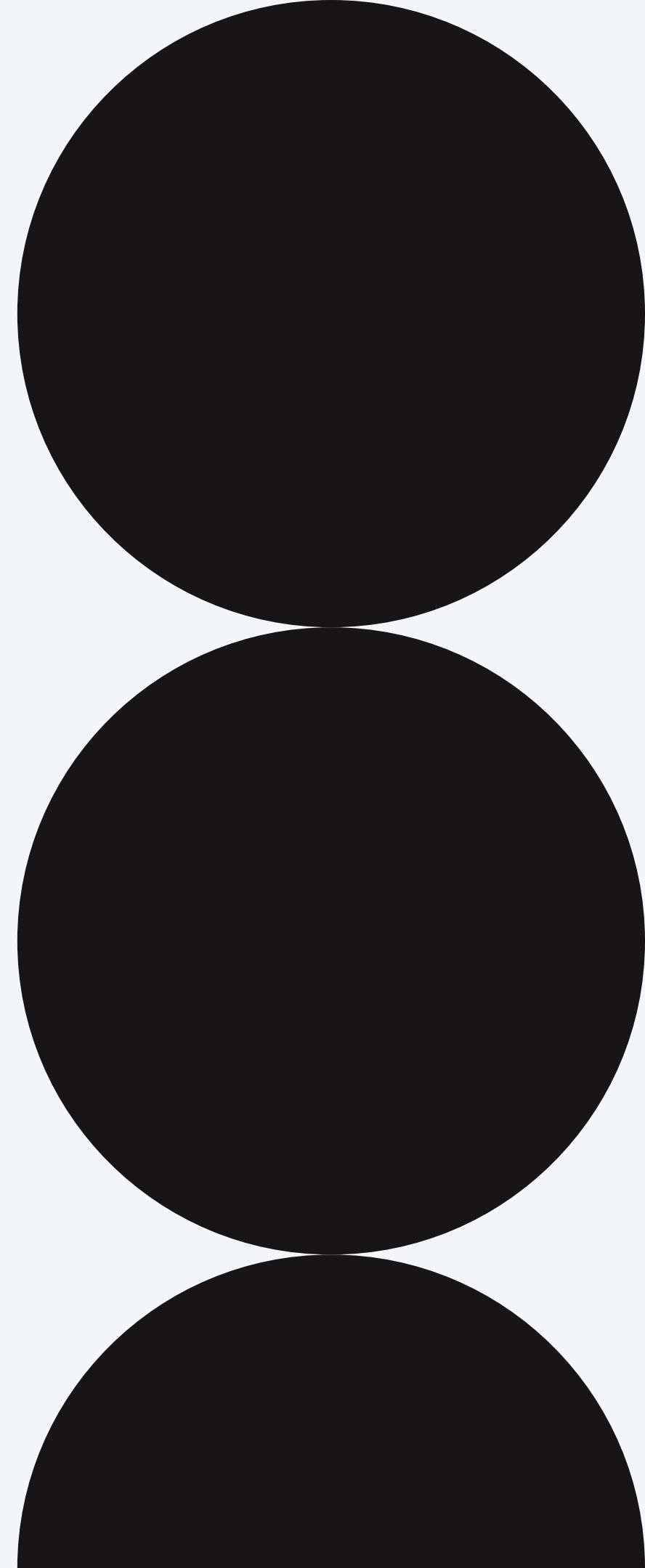


Managing Managers, What They Didn't Teach you in Leadership Training

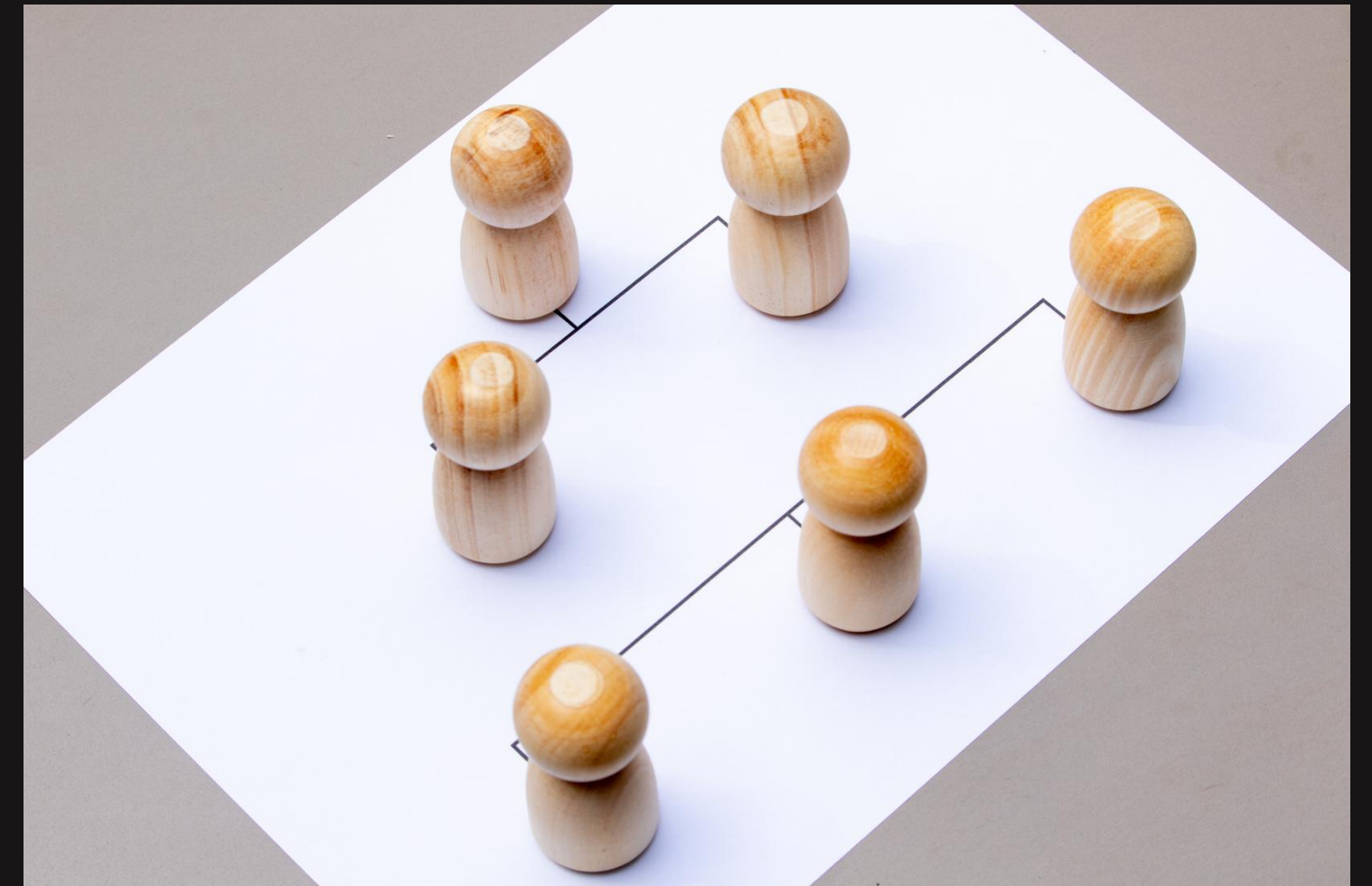
Practical tools for nonprofit leaders guiding other leaders



Session

Objectives

- Understand the unique challenges of managing managers
- Learn the Direction-Development-Distance Framework
- Review tools to support, develop and empower managers
- Use a check-in model to promote clarity and accountability





Managing staff vs Managing Managers

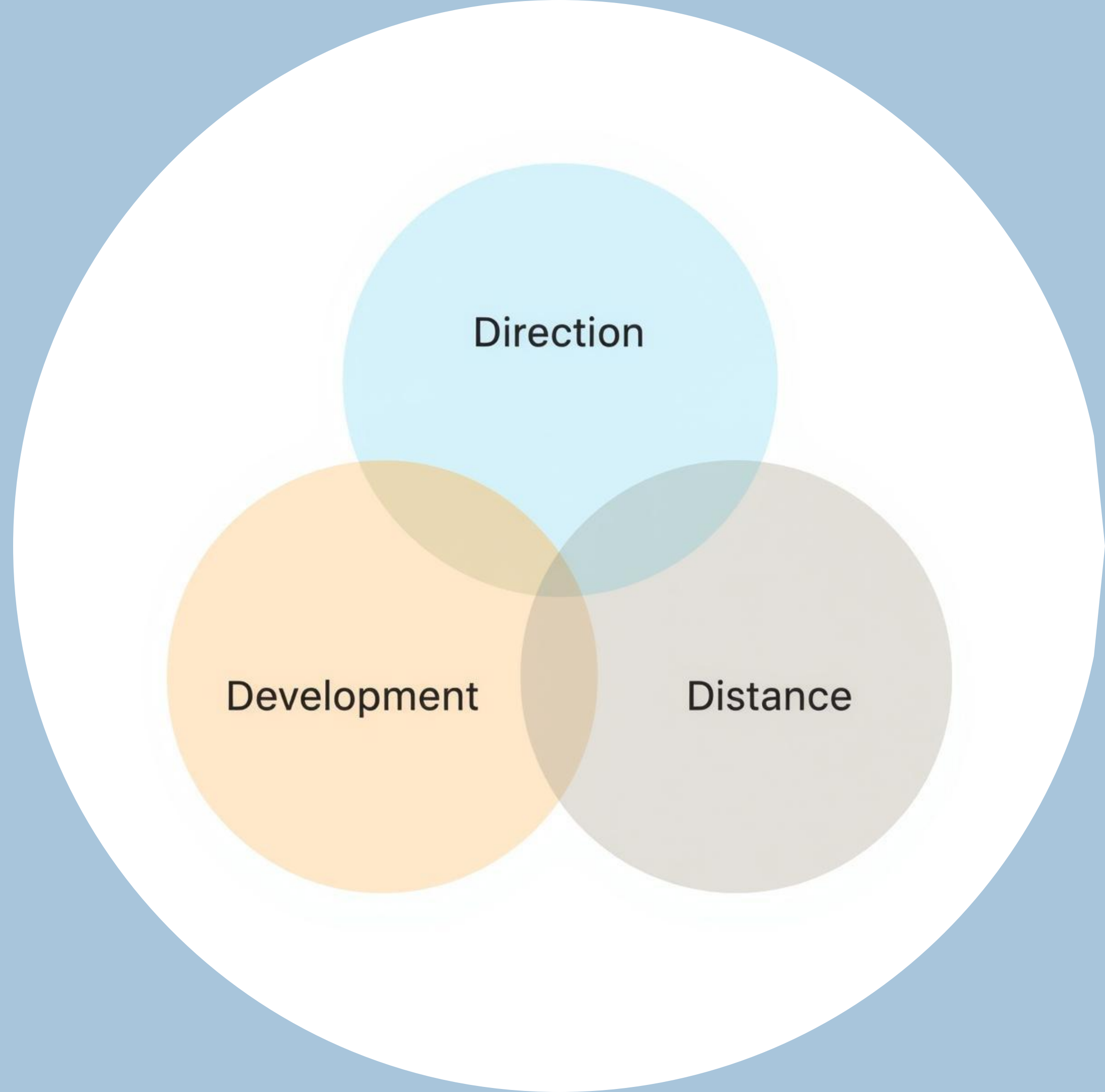
- Direct oversight → Strategic alignment
- Task focus → People development
- Giving instructions → Teaching decision-making

COMMON PITFALLS

- Blurred Roles
- Inconsistent Oversight
- Unclear Decision-Making
- Micromanagement vs Disengagement



The 3 D's of Leading Leaders



DIRECTON

- Set priorities & outcomes
- Define decision rights
- Establish consistency



DEVELOPMENTS

- Build leadership capacity
- Coach decision making
- Provide feedback



DISTANCE


- Avoid micromanagement
- Stay engaged at the right level
- Balance trust + accountability



Leadership Check-in Model



Role Clarity Map



Define Manager's Ownership

Clarify tasks, decisions, and responsibilities the manager fully leads and controls

Clarify Support Roles

Identify areas where you provide guidance, resources or strategic input without taking over

Identify Shared Responsibilities

Highlight tasks or decisions that require collaboration between you and the manager.

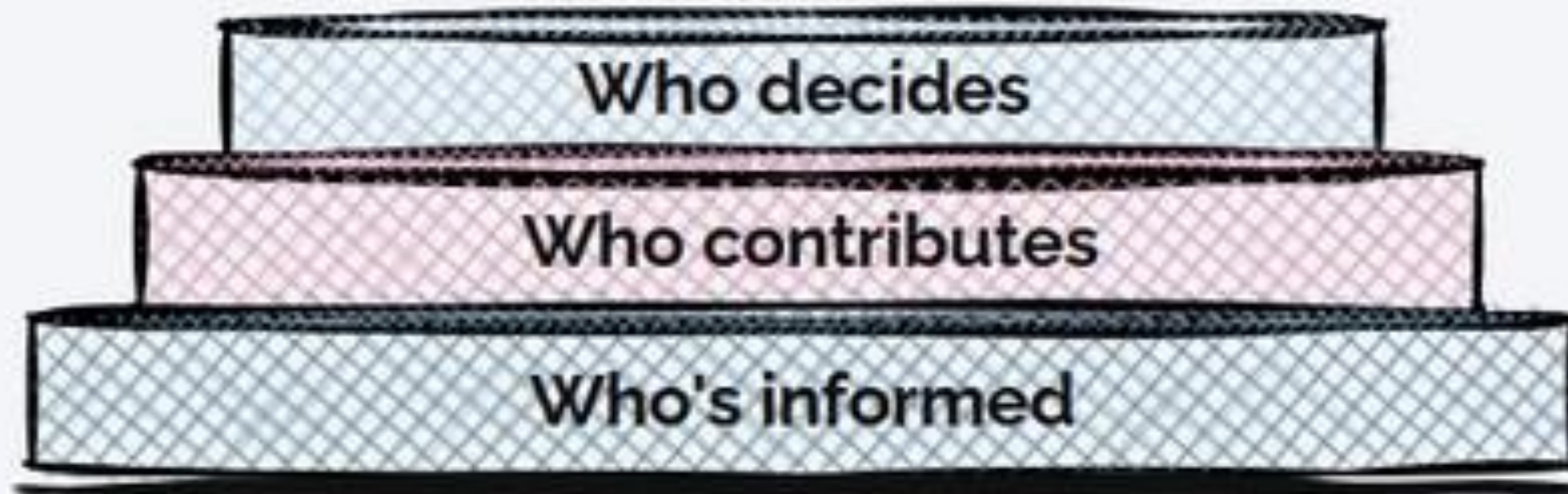
Prevent Role Confusion

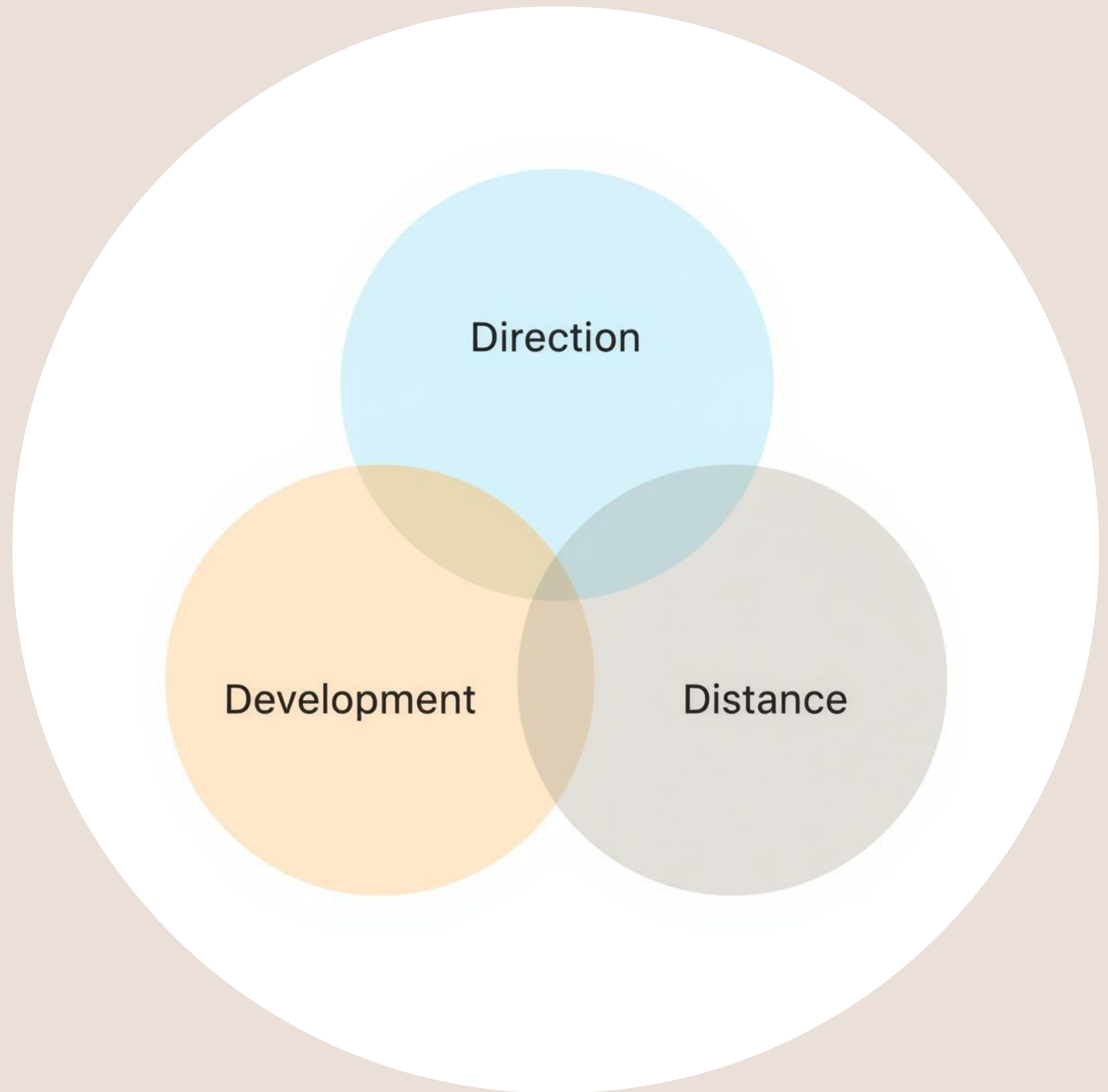
Use clear boundaries to avoid overlap, miscommunication and micromanagement.

Communicate Regularly

Maintain ongoing dialogues about roles to adapt to changes and ensure alignment as projects evolve.

Decision Making Matrix







LEAD WITH CLARITY, DEVELOP WITH INTENTION, STEP BACK WITH CONFIDENCE

- Avoid the pitfalls
- Apply Direction, Development, Distance
 - Use the tool

Thank you!

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