



**PUBLIC AFFAIRS FOUNDATION**  
Partnership for Better Governance



# **Building Strong Middle Senior Management**

**Conducted on**  
1st and 2nd December 2021

***Delivered to***  
Department of Public Enterprises



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## Introduction

A two- day training programme, on Building Strong Middle-Senior Management was conducted for members of various Public Enterprises in Karnataka (Annexure 1: Participant list). The programme was conducted on Zoom on December 1<sup>st</sup> 2021 and December 2<sup>nd</sup> 2021. The training programme was conducted for a total of 12 hours (6 hours each day – Annexure 2: Programme Agenda). The training was hosted by Public Affairs Foundation and the participants were trained by Dr. Annapoorna Ravichander, Executive Director

## Day 1: December 1 2021

### Introductory Session

- The day began with an ice-breaker session where participants were asked to introduce themselves and provide a brief explanation of what they were expecting to learn from the training programme. Majority of the participants stated that they would like to learn methods on how to deal with the other two levels of management being a middle manager and what are the essential skills and qualities of a mid-level manager.
- This was followed by Dr. Annapoorna Ravichander introducing the topic and briefing the participants on the objectives of the module and other logistics.

### Session 1

- The introductory session was followed by a detailed explanation of the different levels of management, what is middle management and why it is important to understand about the working of the middle management.
- The training programme aimed to focus on six key skills imperative to the functioning of the middle management:
  - Thinking and Acting Systematically
  - Resilience
  - Communication
  - Influence
  - Agility

- Self-Awareness

- Each skill explained in detail with anecdotes, which were followed by group/individual activities or video resources.

### Thinking and Acting Systematically

- Following the explanation of the skill, 2 videos were shown, one on conflict management and the other on effective problem solving.
- Participants were asked to discuss about their key understandings and many mentioned that they learned that to deal with any problem they will have to think critically and go through all possible solutions and be calm if faced with any challenges.
- Following this an individual activity called the SWOT analysis was conducted, where participants were asked to list down their strengths, weaknesses, opportunities and threats. Participants found this activity particularly useful as they mentioned that this activity helped them to get to know more about themselves and help in understanding the skills they will have to work on.
- Participants were also split into break out rooms for a group activity to discuss a situation given to them. They were asked to come up with innovative solutions to deal with their employees in case of a new lockdown being announced. This activity was conducted to understand the ability of the participants to think on their feet as mid-level managers.

### Resilience

- The next skill on the agenda was resilience.
- Participants were shown a video on how to be resilient and how to adapt and overcome challenges and changes.
- Participants mentioned that their key takeaways from watching the video was how they need to face any challenge or issue and be focussed on reaching their goals and how they need to reinvent themselves based on any emerging situation.
- Post this the audience were given a case study on how to efficiently deal with crisis.
- The participants interacted and discussed with the larger group how they can tackle the same event in multiple ways, and be vigilant at all times.

## Communication

- Dr. Annapoorna Ravichander gave a detailed explanation on the importance of communication, the need to communicate effectively and efficiently, the difference between hearing and listening, the qualities of a good communicator.
- Participants were shown images and slides reinforcing the importance of communication
- The day was closed with a group activity where participants were split into teams and were given a situation to be communicated to various audience groups – families, lower management etc.
- The given situation was “How will you communicate the arrival of PM Modi at your workplace and at home”.
- Participants came up with different ways of communicating the same event to a variety of audience.

### Key Learnings

- Session was enlightening
- Gave them an opportunity to learn new skills
- Re-learn existing skills in newer ways
- Enjoyed being a part of the session
- Looking forward to interact and learn more
- Exercises were useful.

## Day 2: December 2, 2021

### Communication

- Post the introductory session, Dr. Annapoorna Ravichander resumed the session with discussing about the qualities of a good communicator.
- 2 video sources on the need for effective communication was shared, which was followed by an activity to make the participants understand if they were effective communicators and listeners.
- Participants were then separated into groups for an activity to identify for themselves if they are good and active listeners and communicators.
- Participants were able to identify way in which they can improve their communication and listening skills.

### Influence

- A detailed explanation was provided on the right kind of influence managers should have on their teams and workers.
- The session focussed on the various new ways the managers can incorporate into their style of influence to improve the working of their teams.
- A video on the necessity of effective collaboration and influence was shown to the participants.
- Post this the participants were given a list of leadership traits and were asked to identify traits which they believed they already possessed and the skills they should work on, in order to become an efficient leader and influencer.

### Agility

- The next session focussed on how to be better innovators and how the managers should equip themselves to be resourceful in challenging situations.
- Participants were given a quiz to understand the necessary skills they will require to be able to make smart and effective decisions.
- The questions covered skills like innovation, reflection, performance, risk taking abilities etc.

## Self-Awareness

- This session aimed to enable the participants to understand the need to be aware of one's own self and how the awareness of their skills and capabilities will enable them to create dynamic and powerful changes.
- As a part of this session, participants were asked to list down aspects about themselves that they consider are known to the public eye, that only they are aware of, that others have observed about them.
- This exercise was conducted to enable participants to dig deep and self-introspect, which will enable to become better listeners, problem solvers and leaders in general.

At the end a recap was provided about the skills discussed and an additional set of sub-skills were introduced, which were defined as the by-products of the major skills the two-day training programme focussed on.

### Key Learnings

- Enjoyed being a part of the programme
- Found it extremely interactive
- Helped them gain new perspectives
- Felt that the objectives that the training event set out to achieve were fulfilled
- Discussion sessions were useful and knowledgeable
- Interaction with the trainer was good



## Annexures

### Annexure 1: List of Trainees

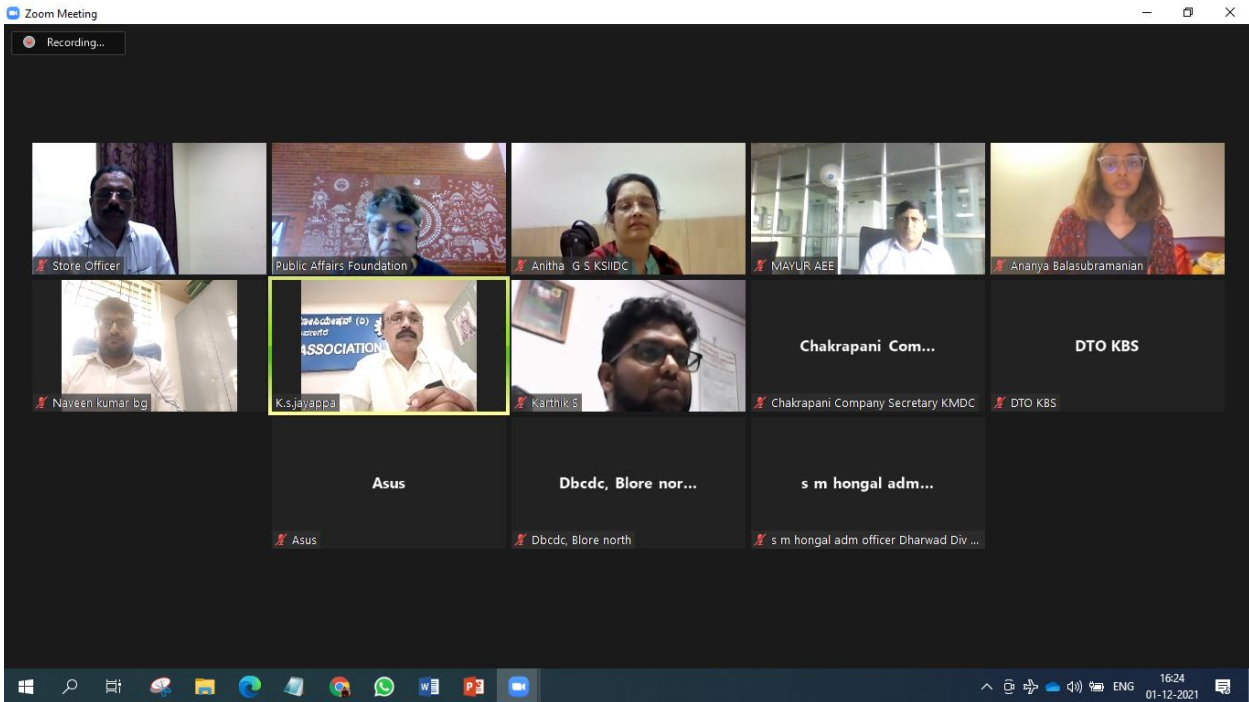
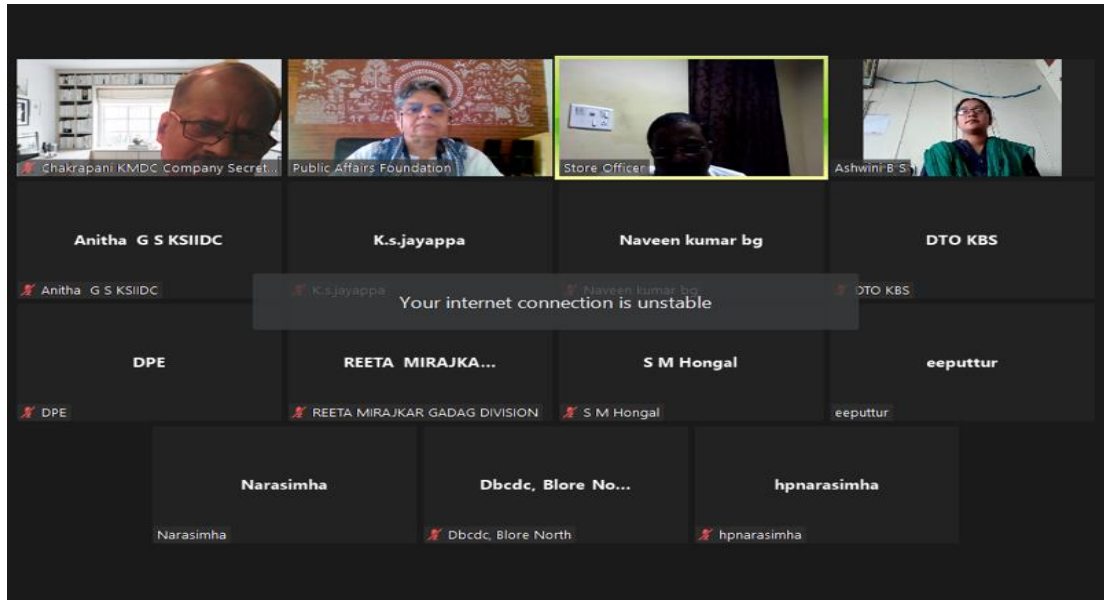
No	Name	Designation	E-mail ID	Name of PSE
1	P.S.Nandisha	DGM- Non Technical	<a href="mailto:nandi9creative@gmail.com">nandi9creative@gmail.com</a>	MCA
2	Nagappa H.Kittur	Manager-CSD	<a href="mailto:nagarajkittur69@gmail.com">nagarajkittur69@gmail.com</a>	
3	R.Rangawamy	A/c Officer- Finance	<a href="mailto:md@kavika.co.in">md@kavika.co.in</a>	KAVIKA
4	Karthik S	Asst.Manager(ELE)	<a href="mailto:karthikgowda.ks67@gmail.com">karthikgowda.ks67@gmail.com</a>	KSIC
5	Chandra H.S.	Sr.Manager(I)	chandrukfdc@gmail.com	KFDC
6	H.M. Thandavamurthy	Suptd, Accounts	thandavamurthyhm@gmail.com	MPVL
7	Asha S.	AGM	<a href="mailto:ashasadashiv2007@gmail.com">ashasadashiv2007@gmail.com</a>	RGHCL
8	Bhakta kuchela Y.R.	District Manager	<a href="mailto:dmtumkur.dbcdc@gmail.com">dmtumkur.dbcdc@gmail.com</a>	DBCDC
9	V. Raghunath	District Manager	<a href="mailto:bngnorthdbcdc@gmail.com">bngnorthdbcdc@gmail.com</a>	
10	Sunitha	District Manager	<a href="mailto:dmbcdcramanagara97@gmail.com">dmbcdcramanagara97@gmail.com</a>	
11	Aravind B.N	AGM(Mktg.)	<a href="mailto:ksdlmris@gmail.com">ksdlmris@gmail.com</a>	KSDL
12	J.B. Divakara	Admn Officer	<a href="mailto:dcsrs.nwkrctc@karnataka.gov.in">dcsrs.nwkrctc@karnataka.gov.in</a>	NWKRTC
13	S.M.Hongal	Admn Officer	<a href="mailto:dcdwd.nwkrctc@karnataka.gov.in">dcdwd.nwkrctc@karnataka.gov.in</a>	
14	Reeta R Mirajkar	Asst.Admn.Officer	<a href="mailto:dcdwd.nwkrctc@karnataka.gov.in">dcdwd.nwkrctc@karnataka.gov.in</a>	
15	Guruprasad Hogadi	Asst.Admn.Officer	<a href="mailto:dchdctd.nwkrctc@karnataka.gov.in">dchdctd.nwkrctc@karnataka.gov.in</a>	
16	Balakrishna M.N.	Stores Officer	<a href="mailto:asormnksrtc@gmail.com">asormnksrtc@gmail.com</a>	KSRTC
17	Srikanth udapa	Divisional Traffic Officer	<a href="mailto:dtokbs@kstrc.org">dtokbs@kstrc.org</a>	
18	Ganaraj Bhat	AEE(Ele), Udupi Sub-division	<a href="mailto:aee_udupi@rediffmail.com">aee_udupi@rediffmail.com</a>	MESCOM
19	Narsimha	EE (Ele), Puttur Division	<a href="mailto:EEKPTCLPUTTUR@rediffmail.com">EEKPTCLPUTTUR@rediffmail.com</a> ,	

## Building Strong Middle-Senior Management Training Report

20	Anthony Maria Emmanuel M	M.D.	tame1972@gmail.com	KSPAM
21	Mallappa B	A.O.	<a href="mailto:mdktamlqb@gmail.com">mdktamlqb@gmail.com</a>	
22	Abhilash Kumar	Accounts Officer	<a href="mailto:abhilashkadaganchi@gmail.com">abhilashkadaganchi@gmail.com</a>	
23	Nagaraj Hiregoudar	Agriculture Officer	<a href="mailto:naguah@gmail.com">naguah@gmail.com</a>	
24	Shivasharanappa	SDA	<a href="mailto:sngurungi@gmail.com">sngurungi@gmail.com</a>	
25	Giriraja	Manager(Tour)	<a href="mailto:mtour@kstdc.co">mtour@kstdc.co</a>	KSTDC
26	Daksha Uthappa	IT Consultant	<a href="mailto:it@kstdc.co">it@kstdc.co</a>	
27	Anitha	AGM	<a href="mailto:anitha@ksiidc.com">anitha@ksiidc.com</a>	KSIIDC
28	M. Chakrapani	Company Secretary	<a href="mailto:kmdc.compsec@gmail.com">kmdc.compsec@gmail.com</a>	KMDC
29	Ramu Y.H.	Asst Executive Engineer	<a href="mailto:ramu.kswc@ka.gov.in">ramu.kswc@ka.gov.in</a>	KSWC
30	Jayappa K.S.	AEE(C)	<a href="mailto:aeecivildvg@gmail.com">aeecivildvg@gmail.com</a>	KPTCL
31	Mayur M.B.	AEE(E)	<a href="mailto:mayuramb123@gmail.com">mayuramb123@gmail.com</a>	
32	Ashwini B.S.	I/c AEE(E)	<a href="mailto:arupallu@gmail.com">arupallu@gmail.com</a>	
33	P.S. Sudeer	AEE(E)	<a href="mailto:sudeerkumarps@gmail.com">sudeerkumarps@gmail.com</a>	
34	Naveen Kumar B.G.	AE(C)	<a href="mailto:naveencv013@gmail.com">naveencv013@gmail.com</a>	



## Annexure 2: Snapshots





## Annexure 3: Agenda

Building Strong Middle-Senior Management:

### Day 1: December 1, 2021

<b>Time</b>	<b>Areas Covered</b>	<b>Facilitation</b>
10:30 am – 10:50 am	Introduction	Ice breaker activity
10:50 am – 11:45 am	Discussion on the importance and working of middle management	
<b>11:45 am to 11:55 am</b>	<b>Coffee/Tea Break</b>	
11:55 am – 1:15 pm	Skills discussed: Thinking and Acting Systematically, Resilience	Videos and activities
<b>1:15 pm – 2:15 pm</b>	<b>Lunch Break</b>	
2:15 pm – 4:30 pm	Skill Discussed - Communication	Activity

### Day 2: December 2<sup>nd</sup>, 2021

<b>Time</b>	<b>Areas Covered</b>	<b>Facilitation</b>
10:30 am – 10:50 am	Recap Day 1	
10:50 am – 11:45 am	Skills discussed: Communication (continued)	Video and Activity
<b>11:45 am to 11:55 am</b>	<b>Coffee/Tea Break</b>	
11:55 am – 1:15 pm	Skills Discussed: Influence, Agility	Videos, activities and interaction
<b>1:15 pm – 2:15 pm</b>	<b>Lunch Break</b>	
2:15 pm – 4:30 pm	Skills discussed – Self-awareness; finishing logistics and feedback	Videos, activities and discussion

## Annexure 4: Instruction for Activities

### Activity 1

- Objective - This activity will enable you to understand your strengths, weaknesses, opportunities and threats. (SWOT Analysis)
- Instructions - What you should do?
- List these qualities about yourself
- Analyse and understand where you stand
- Discuss your realisations with the larger group
- Allotted time for activity - 10-12 minutes.

### Activity 2

- Objective - Focus on crisis management and how to take effective timely action
- Instructions:
  - Understand the case study
  - Answer the questions following the case study
  - Share your answers with the group
  - Time allotted - 20 minutes.

### Activity 3

- Activity for Effective communication and listening
- Break out rooms - Participants will be split into groups of 6
- Instructions are mentioned in the next slide
- Time allotted - 20 minutes.
- Participants will discuss about few interesting facts about themselves
- Each participant gets one minute to talk about themselves and not repeat any of the facts about them more than once
- Other group members should just listen and not take down notes
- At the end any one participant can volunteer to list all the facts about all their group members.
- Activity Outcome:
  - This activity will help you to analyse if you are a good listener, clear communicator and if you are good at retaining information clearly.

## **Activity 4**

### Leadership Race

- Objective: To understand the different kinds of qualities a leader should possess.
- Instructions:
- A list of qualities will be shown on the slide
- Participants will have to identify qualities they possess
- This activity will help you to work on the skills you have not identified with
- Time allotted - 15 minutes.

## **Activity 5**

### Agility Self-Assessment Quiz:

- Objective - To help build the ability to make smart and effective decisions in a rapidly changing world
- Instructions - Note down the answers for the questions in the following slides
- Understand how you can build the necessary skills
- Time allotted - 20 minutes.

## **Activity 6**

### Ways To Boost Self-Awareness

List down the following:

- To be aware of yourself and your qualities, it is essential to know what you know about yourself, what others know about you, what you do not know about you, but others might notice about you.
- Understanding this will help you to be a better listener, better problem solver, better mediator, and leader
- Time Allotted - 20 minutes.



## Annexure 5 – Reading References

1. <https://www.indeed.com/career-advice/career-development/leadership-training-topics>
2. <https://itdassessments.com/resources/middle-managers/>
3. <https://www.forbes.com/sites/forbescoachescouncil/2020/12/09/15-types-of-training-companies-need-to-give-to-middle-managers/?sh=3e1a12db7d48>
4. <https://bizfluent.com/13721300/middle-level-management-definition-role-skillset>
5. <https://sprigghr.com/blog/hr-professionals/3-different-levels-of-management/>
6. <https://trainingmag.com/leadership-case-studies/>







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**Public Affairs Foundation**

No 15, KIADB Industrial Area, Jigani - Bommanandra Link  
Road, Jigani Post, Ankal Taluk, Bangalore - 560105,  
Karnataka, India

**Telefax:** +917027839918/19/20  
**Email:** [director@paiglobal.org](mailto:director@paiglobal.org)  
**Website:** [www.paiglobal.org](http://www.paiglobal.org)