



The National Council for Behavioral Health’s Middle Management Academy embraces a deep commitment to the power, creativity, and value of those who occupy the “middle” of the org chart: those who take strategic vision and make it real, those who nurture and grow people entrusted to their supervision, and those who fix problems, put out fires, and get things done day-to-day.

We believe managers become great when organizations support these essentials:

- Managers know and can leverage their own strengths and the strengths of their teams.
- Growth and development are built into organizational culture.
- Executives have managers’ backs, and that trust is reciprocal.
- Managers are encouraged to strengthen their own voice, agency, and accountability.
- Wise optimism, creativity, experimentation, and resilience matter.
- Teams excel and are collectively focused on the goals of the whole.
- Managers are appreciated and welcome to find their own best balance, energy, and rejuvenation.

The Middle Management Academy nurtures a select set of objectives, enhancing “hard” and “soft” skills that are critical for personal and organizational success, as noted in the following agenda:

MIDDLE MANAGEMENT ACADEMY		
DAY ONE		
8:30 – 9:00	Registration & Breakfast	
9:00 – 9:30	Intros, expectations, schedule etc.	Whole Group
9:30 – 10:45	Myers-Briggs Type Indicator	Whole Group

MIDDLE MANAGEMENT ACADEMY		
DAY ONE		
	<ul style="list-style-type: none"> Understanding our own and each other's types, weaknesses, strengths, and values and how to leverage those differences for successful results 	
10:45 – 11:00	Break	Whole Group
11:00 – 11:45	Myers-Briggs Type Indicator (continued)	Whole Group
11:45 – 12:00	Vital Role of Managers <ul style="list-style-type: none"> Importance of role Difficulties navigating the middle 	Teams
12:00 – 1:00	Lunch (on your own)	
1:00 – 1:30	Group Activity: <ul style="list-style-type: none"> Key issues Staff strengths 	
1:00 – 1:30	Introduction to Strengths: <ul style="list-style-type: none"> Film – “Truth About You” Summary Discussion 	Whole Group
2:00 – 2:40	Your Strengths <ul style="list-style-type: none"> Discovering each individual's strengths and their value contribution 	Individual & Teams
2:40 – 3:00	Break	
3:00 – 3:45	Staff Strengths <ul style="list-style-type: none"> Discovering each individual's strengths and their value contribution Exploring how to manage to strengths 	Teams
3:45 – 4:30	Values: Personal, Collective, Organizational <ul style="list-style-type: none"> Discovering each individual's strengths and 	Individual, Groups

MIDDLE MANAGEMENT ACADEMY		
DAY ONE		
	their value contribution	
4:30 – 4:45	Closing	

MIDDLE MANAGEMENT ACADEMY		
DAY TWO		
8:30 – 9:00	Registration & Breakfast	
9:00 – 9:05	Opening & Today’s Agenda <ul style="list-style-type: none"> • Budget Literacy & Management • Managing the Workforce • Managing Teams • Improving Your Emotional Intelligence 	Whole Group
9:05 – 9:15	This American Life excerpt “Bad Apple Behavior” <ul style="list-style-type: none"> • Understanding the damage of “bad apples” on a team 	Whole Group
9:15 – 10:30	Financial Literacy & Management <ul style="list-style-type: none"> • Budget and finance literacy • Revenue sources and strategies • Costs • Productivity 	Whole Group & Teams
10:30 – 10:45	Break	
10:45 – Noon	Finance and Budget Exercises	Teams
Noon – 1:00	Lunch (on your own)	
1:00 – 2:30	Managing the Workforce <ul style="list-style-type: none"> • Recruitment & Selection • Gallup’s Q12 • Workforce development, engagement, and excellence 	Whole Group and Teams
2:30 – 2:45	Break	
2:45 – 4:00	Teams Excellence <ul style="list-style-type: none"> • Effective meetings • Critical elements of successful, empowered teams 	Whole Group and Teams
4:00 – 4:30	Trust at Work Brene Brown’s video “Anatomy of Trust”	Whole Group

MIDDLE MANAGEMENT ACADEMY

DAY TWO

4:30 – 4:45

Closure

MIDDLE MANAGEMENT ACADEMY

DAY THREE

8:30 – 9:00	Registration & Breakfast	
9:00 – 9:05	Today's Agenda: <ul style="list-style-type: none"> • Managing Data • Managing Change • Managing Diversity, Inclusion, Multicultural, Multi-Generational • Supervising Staff 	
9:05 – 9:45	Managing Data <ul style="list-style-type: none"> • Types of data and reports • Tips 	Whole Group
9:45 – 10:30	Managing Change <ul style="list-style-type: none"> • Personal side of change 	Teams
10:30 – 10:45	Break	
10:45 – 11:15	Managing Change: <ul style="list-style-type: none"> • System and organizational change 	Whole Group
11:15 – 12:00	Change Management Exercise	
12:00 – 1:00	Lunch (on your own)	
1:00 – 2:00	Managing diversity, inclusion, multicultural, multi-generational <ul style="list-style-type: none"> • Data and awareness • Crucial conversations • Goals and actions 	Whole Group
2:00 – 2:30	Emotional Intelligence <ul style="list-style-type: none"> • Understanding the concepts • Improving yours • Scenarios and discussion 	Whole Group and Teams
2:30 – 2:45	Managing Up (ie Managing Your Boss)	Whole Group
2:45 – 3:00	Break	
3:00 – 4:30	Staff Management Scenarios & Role Plays <ul style="list-style-type: none"> • Effective feedback and supervision 	2 Groups

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DAY THREE

4:30 – 4:45	Closure	

MIDDLE MANAGEMENT ACADEMY		
DAY FOUR		
8:30 – 9:00	Registration & Breakfast	
9:00 – 9:05	Today's Agenda	
9:00 – 9:30	Creating Healthy Conflict <ul style="list-style-type: none"> • Healthy conflict • Transforming not-so-health conflict 	Whole Group
9:30 – 10:00	Managing Time <ul style="list-style-type: none"> • Time management • Email management • Focus, mindfulness, easing burn-out 	Whole Group
10:00 – 11:45	Prepare final exam presentations with break	Teams
12:00 – 1:15	Presentations <ul style="list-style-type: none"> • Final project designed to carry forward highlights beyond the 3.5 days of training • CEO's and executive teams are invited to attend whenever possible 	Whole Group
1:15 – 1:30	Closure & Goodbyes	Whole Group