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COURSE BROCHURE

Advanced Art of Balancing Leadership and Management Training Course

25 January – 5 February 2027
Munich

Advanced Art of Balancing Leadership and Management Training Course

Ref: 862_32662 **Date:** 25 January – 5 February 2027 **Location:** Munich **Fees:** 9500 GBP

The Art of Balancing Leadership and Management is a 2-week advanced training course for senior managers who must set direction and run reliable operations at the same time, and who leave with a Lead and Manage Balance Charter for their own unit. Organisations now expect one person to inspire change while holding budgets, controls and service levels steady. Jupiter Prime Training delivers this course on balancing leadership and management.

Why Balancing Leadership and Management Matters Now

Flatter structures, hybrid teams and constant restructuring have pushed senior managers into a dual role: they shape vision and culture while answering for targets, risk and cost. Boards and executive committees want both at once, and frontline staff notice quickly when one side crowds out the other. A unit that leans too far towards control loses initiative and talent; one that leans too far towards inspiration misses commitments and erodes trust. The course rests on established models such as Situational Leadership, the competing values view of organisational culture and 360-degree feedback, applied to real senior choices.

Who Gains Most from Balancing Leadership and Management

- Heads of function who translate strategy into annual objectives and resourcing choices
- Senior operations managers who own service levels while leading improvement initiatives
- Divisional leaders accountable for culture, engagement and performance across several teams
- Senior project and portfolio owners who steer people they do not directly line manage
- Newly appointed directors moving from technical expertise to enterprise-wide influence

Leadership teams that send several members together gain most, because they can agree a shared balance between direction setting and operational control.

Balancing Leadership and Management Capabilities

Participants learn to read which mode a situation calls for, switch deliberately between inspiring and organising, and make that switch visible to their teams.

- Diagnose whether a unit is over-led or over-managed — executive committee priorities
- Translate a vision statement into milestones, budgets and owners — operating plan sign-off
- Choose between influence and formal authority in a contested decision — peer and sponsor relations
- Design accountability routines that preserve initiative — performance reviews and reporting lines
- Shape cultural signals through rituals, stories and rewards — employee engagement and retention
- Exercise judgement when data is incomplete and stakes are high — crisis and ambiguity decisions

Key Balancing Leadership and Management Terms

- Dual Role — the expectation that one senior manager both sets direction and secures dependable day-to-day execution.
- Situational Leadership — a model that matches directive and supportive behaviour to the readiness of the person or team.
- Span of Control — the number of direct reports a manager oversees, shaping how much coaching versus monitoring is possible.
- Accountability Loop — the cycle of setting expectations, tracking progress, giving feedback and recognising or correcting results.
- Psychological Safety — a shared belief that people can raise concerns, admit mistakes and challenge ideas without penalty.
- Adaptive Challenge — a problem with no known answer that requires people to change values, habits or relationships.

Balancing Leadership and Management Day by Day

Day 1: Two Modes of Senior Work

- Leading Versus Managing Contrast Map — Where Each Mode Adds Value
- Personal Mode Preference Profile — Blind Spots In Current Role
- Over-Led And Over-Managed Unit Symptoms — Early Warning Signals
- Stakeholder Expectation Scan — What Sponsors Really Ask For
- Role Clarity Canvas — Separating Personal And Delegated Duties

Day 2: From Vision to Operating Plan

- Vision Narrative Drafting — Direction Staff Can Repeat
- Objectives And Key Results Cascade — Linking Purpose To Milestones
- Resource Trade-Off Matrix — Funding Priorities Under Constraint
- Planning Horizon Choices — Quarterly Rhythm Versus Long Bets
- Strategy-To-Execution Gap Review — Where Plans Usually Break

Day 3: Influence and Formal Authority

- Power Base Inventory — Positional, Expert And Relational Sources
- Influence Tactics Repertoire — Persuasion Without Escalation
- Stakeholder Power-Interest Grid — Sequencing Engagement Efforts
- Directive Instruction Criteria — When Command Is Justified
- Coalition Building Plan — Securing Support Across Silos

Day 4: Choosing Leadership Styles

- Situational Leadership Model — Matching Style To Team Readiness
- Coaching Conversation Structure — Growing Capability Over Time
- Delegation Ladder — Deciding Levels Of Autonomy
- Style Flex Under Pressure — Avoiding Default Command Habits
- Remote And Hybrid Leadership Signals — Presence Without Micromanagement

Day 5: Accountability Systems That Free People

- Accountability Loop Design — Expectations, Tracking And Recognition
- Responsibility Assignment Matrix — Clear Ownership Of Outcomes
- Performance Dashboard Selection — Few Measures That Steer Behaviour
- Difficult Performance Conversations — Correcting Without Demotivating
- Control Point Rationalisation — Removing Checks That Add No Value

Day 6: Shaping Organisational Culture

- Competing Values Culture Profile — Current Versus Desired Emphasis
- Cultural Signal Audit — Rituals, Stories And Reward Patterns
- Psychological Safety Practices — Encouraging Candour And Challenge
- Values-To-Behaviour Translation — Observable Standards For Teams
- Subculture Alignment Across Units — Bridging Head Office And Sites

Day 7: Judgement in Ambiguous Situations

- Cynefin Sense-Making Framework — Matching Response To Context
- Adaptive Versus Technical Challenge Test — Choosing The Right Approach
- Pre-Mortem Exercise — Surfacing Hidden Failure Paths
- Decision Rights Charter — Who Decides What And When
- Ethical Dilemma Reasoning — Weighing Duties Against Results

Day 8: Leading Change While Running Operations

- Change Readiness Diagnostic — Capacity Alongside Business As Usual
- Dual Operating Rhythm — Protecting Service While Transforming
- Resistance Pattern Mapping — Responding To Concerns Constructively
- Quick Win Selection — Building Momentum And Credibility
- Sustainment Mechanisms — Embedding New Routines In Practice

Day 9: Feedback, Reflection and Personal Balance

- 360-Degree Feedback Interpretation — Reconciling Self And Others Views
- Energy And Attention Allocation — Calendar Audit Of Senior Time
- Reflective Practice Journal — Learning From Recent Decisions
- Peer Consulting Circle — Testing Approaches With Fellow Leaders
- Successor Development Plan — Building Bench Strength Below

Day 10: Practising the Lead and Manage Balance Charter

- Healthcare And Logistics Case Simulation — Switching Modes Under Pressure
- Applying Accountability And Culture Choices — Unit Redesign Rehearsal
- Applying Influence Plan To Live Issue — Peer Review Of Approach
- Applying Ambiguity Tools To Own Dilemma — Decision Record Draft
- Lead And Manage Balance Charter — Commitments For The Next Quarter

Applying Balancing Leadership and Management After the Course

- Run a calendar audit with the leadership team and rebalance time between direction setting, coaching and operational control for the coming quarter.
- Redesign one accountability loop in the unit, removing at least one low-value control point and adding a recognition step that rewards initiative.

Balancing Leadership and Management Questions FAQ

What is the art of balancing leadership and management, and why does it matter now?

It is the skill of moving deliberately between setting direction and securing execution. It matters now because flatter, hybrid organisations expect one senior person to inspire change and protect performance at once, and imbalance quickly shows up as missed targets or lost talent.

Which roles gain most from balancing leadership and management training?

Senior managers who hold both a vision brief and operational targets gain most. That includes heads of function, operations leaders, divisional heads, portfolio owners and newly appointed directors who must influence peers while answering for budgets, service levels and culture.

How does balancing leadership and management differ from a general leadership skills course?

It treats leading and managing as two modes to be chosen consciously. General leadership courses focus mainly on inspiring people, whereas this senior-level course pairs vision, influence and culture with planning, accountability systems and control design, and practises the switch between them.

What will you bring back from balancing leadership and management training?

You bring back a written charter that sets out how your unit balances direction and control. It records your style choices, accountability routines, cultural signals and decision rights, ready to share with your team and line manager.

Balancing Leadership and Management: The Way Forward

The Lead and Manage Balance Charter first informs how a senior manager divides time and authority across the next quarter. The leadership team uses it to agree decision rights, accountability routines and cultural priorities. After its first use, the perspective worth revisiting is where control could safely loosen to release initiative, and where clearer direction would reduce ambiguity for staff.