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COURSE BROCHURE

Leading Beyond Managing Training Course for Experienced Managers

13 – 17 September 2027
Barcelona

Leading Beyond Managing Training Course for Experienced Managers

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Leading Beyond Managing is a 1-week training course for experienced managers who run reliable operations but now need to lead through purpose, trust and other people's growth, and it ends with a Personal Leadership Shift Plan. Organisations increasingly need managers who release capacity in their people rather than control every task, because flatter structures leave no room for bottlenecks at the top. Jupiter Prime Training delivers this course on leading beyond managing.

Why Leading Beyond Managing Matters Now

Three pressures expose the limits of control-based management. Senior executives expect experienced managers to free their own time for strategic work rather than approving every detail. Capable professionals leave when they are micro-managed and stay when they are trusted and stretched. Succession gaps appear when managers hold knowledge and decisions too tightly. Managers who shift to leadership build stronger benches and faster teams; those who do not become the limit on their unit's growth. The course draws on Kotter's distinction between management and leadership, the Tannenbaum and Schmidt continuum of delegation, the GROW coaching model and William Bridges' transition model.

Who Gains Most from Leading Beyond Managing

- Experienced managers whose teams wait for their approval on routine decisions
- Operations managers moving from firefighting to longer-term improvement
- Function heads expected to develop a ready successor
- Technical managers leading former peers who now need autonomy
- Managers leading a team through restructure or new ways of working

A management group preparing a succession plan gains most when several of its experienced managers attend together and agree how authority will be shared.

Leading Beyond Managing Capabilities

Participants test which controls they can release, practise the conversations that replace instruction and plan how their own successor will emerge.

- Assess where personal control limits team speed and growth — deciding which decisions to hand over
- Apply the delegation continuum to match authority with readiness — team members taking on new responsibility
- Build a purpose statement that guides choices without supervision — frontline decisions in the manager's absence
- Communicate through GROW coaching conversations rather than instructions — individual development
- Design a change transition plan using Bridges' three phases — people moving through endings and new beginnings
- Specify a successor development path with milestones — senior leaders planning continuity

Key Leading Beyond Managing Terms

- Management Versus Leadership — managing creates order and predictability; leading sets direction, aligns people and enables change.
- Delegation Continuum — a range of options from manager decides alone to team decides within limits, matched to the situation.
- Empowerment — giving people authority, information and support to act on their own judgement within agreed boundaries.
- GROW Model — a coaching structure moving through Goal, Reality, Options and Way forward to help someone solve their own issue.
- Transition Model — Bridges' view that people move through an ending, a neutral zone and a new beginning during change.
- Successor Readiness — the degree to which a nominated person could take over a role now, soon or later.

Leading Beyond Managing Day by Day

Day 1: From Control to Leadership

- Kotter's Management and Leadership Contrast — Where Experienced Managers Get Stuck
- Control Habit Audit — Decisions, Approvals and Information Held Personally
- Time Allocation Review — Operational Work Versus Leadership Work
- Team Dependency Map — Where Work Waits for the Manager
- Leadership Shift Intentions — Choosing What to Release First

Day 2: Purpose and Empowerment

- Team Purpose Statement — Guiding Choices Without Constant Direction
- Tannenbaum and Schmidt Delegation Continuum — Matching Authority to Readiness
- Decision Boundaries and Check-In Points — Freedom With Safeguards
- Delegation Conversation Script — Outcome, Limits, Support and Follow-Up
- Cases From Engineering Services and Hospitality — Comparing Empowerment Approaches

Day 3: Coaching Instead of Telling

- GROW Coaching Model — Structuring Development Conversations
- Powerful Questions Bank — Prompting Ownership and Fresh Thinking
- Coaching in the Moment — Five-Minute Conversations During Daily Work
- Feedback for Growth — Linking Observations to Development Goals
- Coaching Triad Practice — Coach, Coachee and Observer Rotation

Day 4: Leading Change and Developing Successors

- Bridges' Transition Model — Endings, Neutral Zone and New Beginnings
- Change Story Construction — Explaining Why, What and How
- Successor Readiness Assessment — Ready Now, Soon or Later
- Stretch Assignment Design — Building a Successor's Experience Base
- Knowledge Transfer Routines — Making Tacit Know-How Visible

Day 5: Practising the Personal Leadership Shift Plan

- Control Release Commitments — Applying Day One Audit Findings
- Delegation Role Play — Applying Day Two Continuum and Script
- Live Coaching Session — Applying Day Three GROW Model
- Successor Development Path Draft — Applying Day Four Readiness Assessment
- Completing the Personal Leadership Shift Plan — Releases, Routines and Milestones

Applying Leading Beyond Managing After the Course

- Hand over two recurring decisions using the delegation script and agree check-in points.
- Hold a GROW coaching conversation with a potential successor each fortnight for two months.

Leading Beyond Managing Questions FAQ

What is leading beyond managing and why does it matter now?

Leading beyond managing is the shift from controlling tasks to guiding people through purpose, delegation and coaching. It matters now because flatter organisations cannot afford managers who become bottlenecks.

Which roles gain most from leading beyond managing training?

Experienced managers, operations managers, function heads and technical managers gain most, especially those expected to free time for strategy or prepare a successor.

How does leading beyond managing differ from a supervisory skills course?

It is aimed at experienced managers changing how they use authority, not new supervisors learning team basics. You work on releasing control, coaching, leading change and succession.

What do you bring back from leading beyond managing training?

You bring back a personal plan listing the controls you will release, coaching routines, a change approach and a successor development path with milestones.

Leading Beyond Managing: The Way Forward

The Personal Leadership Shift Plan lists the decisions a manager will release, the coaching routines that replace instruction and the milestones for a successor. Its first use is choosing the first two decisions to delegate. Managers review it with their own line manager monthly. After three months, repeat the control habit audit to see how far dependency has fallen.