

**MSS SUCCESS SPACES**

Units 2K-2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal



(02) 7255 5568



0995 846 2495 | 0917 123 1017



info@mssccorporation.com.ph



www.MSSCorporation.com.ph

MANAGEMENT DEVELOPMENT PROGRAM TRAINING IN THE PHILIPPINES

MANAGE TO LEAD

Practical Management Skills for Planning Work, Leading People, Delegating Responsibility, Coaching Performance, Solving Problems, Building Accountability, and Delivering Business Results

This program is strategically developed for organizations searching for **Management Training in the Philippines, Training on Management in the Philippines, Management Development Program in the Philippines, Program on Management Development in the Philippines, Management Development Program Training in the Philippines, Training on Management Development Program in the Philippines, Developing the Management Training in the Philippines, Training on Development the Management in the Philippines, Developing the Management Program in the Philippines, and Program on Developing the Management in the Philippines.**

TRAINING OVERVIEW

Becoming a manager changes the nature of a person's work.

Before promotion, an employee may succeed because they personally:

- Complete tasks well;
- solve technical problems;
- serve customers;
- hit individual targets;
- follow procedures;
- demonstrate expertise; and
- consistently produce results.

After promotion, however, success no longer depends only on:

“How well can I perform?”

It increasingly depends on:

“How effectively can I enable other people to perform?”

That transition can be difficult.

An excellent individual contributor does not automatically become an excellent manager simply because the job title changes.

New and even experienced managers may find themselves responsible for:

- Translating organizational priorities into team priorities;
- planning work;
- organizing resources;
- communicating expectations;
- delegating responsibilities;
- monitoring performance;
- holding employees accountable;
- giving feedback;
- coaching employees;
- motivating different personalities;
- making decisions;
- solving operational problems;
- managing conflict;
- handling difficult employees;
- coordinating with other departments;
- adapting to change;
- developing employees;
- reporting results upward; and
- delivering targets through the collective performance of the team.

Without structured management-development training, managers may fall into common patterns such as:

- Continuing to do most important work themselves;
- micromanaging;
- delegating only minor tasks;
- confusing delegation with task dumping;
- giving unclear instructions;
- repeatedly following up because accountability is weak;
- avoiding difficult conversations;
- waiting for performance-review season before giving feedback;
- solving every problem for employees;
- becoming the team's primary bottleneck;
- measuring activity instead of results;
- treating all employees the same despite different capability levels;
- motivating primarily through pressure;
- struggling to manage former peers;
- holding too many meetings;
- postponing decisions;
- reacting to urgent issues instead of managing priorities;
- spending most of the day firefighting;
- failing to develop successors; or
- focusing on daily operations without connecting the team to broader organizational goals.

The result is a manager who is extremely busy but whose team remains overly dependent on the manager.

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Manage to Lead: Management Development Program Training in the Philippines is a practical and customizable management-development intervention designed to strengthen the fundamental capabilities managers need to deliver results through people.

The program does not treat management as a collection of abstract theories.

Participants practice the essential responsibilities of a manager:

Plan → Align → Delegate → Communicate → Coach → Hold Accountable → Decide → Solve → Develop → Deliver

The program introduces the **MSS M.A.N.A.G.E. Management Development Framework**:

- **M — Master the Managerial Mindset, Role, and Responsibilities**
- **A — Align Goals, Priorities, Standards, and Performance**
- **N — Navigate People, Communication, Conflict, and Change**
- **A — Activate Delegation, Accountability, Feedback, and Coaching**
- **G — Grow Employee Capability, Engagement, and Team Performance**
- **E — Execute Decisions, Improvements, and Business Results**

Following MSS Corporation's **EnterTRAINment** methodology, this **Management Development Program in the Philippines** minimizes lecture-heavy instruction. Participants analyze actual management situations, diagnose performance issues, practice delegation and coaching, conduct difficult conversations, solve management problems, make decisions, develop accountability mechanisms, and prepare concrete workplace action plans.

The program may be customized according to the client's:

- Leadership competencies;
- organizational values;
- strategic priorities;
- performance-management system;
- manager scorecards;
- employee profiles;
- operational challenges;
- organizational structure;
- industry;
- management levels;
- leadership pipeline; and
- actual anonymized management situations.

TRAINING GOAL

To develop managers who can systematically plan work, align employees with organizational expectations, delegate effectively, communicate clearly, coach performance, strengthen accountability, solve problems, make

sound decisions, develop people, manage workplace relationships, and deliver sustainable business results through their teams.

TRAINING OBJECTIVES

By the end of the program, participants should be able to:

1. **Explain** the fundamental difference between being an individual contributor and being a manager;
2. **Recognize** the manager's responsibility for both people performance and business results;
3. **Apply** the MSS M.A.N.A.G.E. Management Development Framework;
4. **Clarify** the roles and responsibilities expected of managers;
5. **Translate** organizational goals into team-level priorities and employee expectations;
6. **Differentiate** activities, outputs, outcomes, performance standards, and measurable results;
7. **Plan** work according to priorities, deadlines, resources, and organizational objectives;
8. **Set** clear expectations and performance standards;
9. **Communicate** management instructions clearly and professionally;
10. **Determine** what should be delegated and what should remain a managerial responsibility;
11. **Delegate** using clear outcomes, authority, resources, deadlines, and checkpoints;
12. **Avoid** micromanagement while maintaining appropriate managerial control;
13. **Establish** employee accountability through clear commitments and follow-through;
14. **Differentiate** coaching, directing, supporting, correcting, and disciplining;
15. **Conduct** practical coaching conversations;
16. **Provide** timely, behavior-specific, and constructive feedback;
17. **Diagnose** whether poor performance is caused by knowledge, skill, motivation, resources, clarity, systems, or accountability;
18. **Manage** difficult employee behaviors professionally;
19. **Handle** workplace disagreements and interpersonal conflict constructively;
20. **Adapt** communication and management approaches to employees with different needs and capability levels;
21. **Strengthen** employee motivation, engagement, and ownership;
22. **Develop** employees instead of becoming the permanent solution to every problem;
23. **Apply** structured problem-solving and decision-making techniques;
24. **Distinguish** symptoms from root causes;
25. **Evaluate** alternative courses of action using relevant criteria and risks;
26. **Make** timely and defensible management decisions;
27. **Manage** competing priorities and operational demands;
28. **Coordinate** more effectively with internal stakeholders and other departments;
29. **Conduct** purposeful management meetings and performance reviews;
30. **Use** relevant performance information to improve management decisions;
31. **Identify** opportunities for team and process improvement; and
32. **Prepare** a practical 30-, 60-, or 90-day Management Development Action Plan.

LEARNING DOMAINS ADDRESSED

Cognitive Domain

Participants strengthen their understanding of management roles, planning, delegation, accountability, coaching, motivation, performance management, problem-solving, decision-making, conflict management, and business execution.

Affective Domain

Participants strengthen ownership, fairness, professionalism, accountability, confidence, empathy, adaptability, results orientation, courage, and commitment to developing others.

Psychomotor and Behavioral Domain

Participants practice delegating, communicating expectations, coaching employees, giving feedback, handling difficult conversations, solving management problems, making decisions, conducting performance discussions, and preparing managerial action plans.

FROM POINT A TO POINT B

Point A: Before the Training

Managers may:

- Continue behaving primarily as individual contributors;
- believe management means giving instructions;
- do work employees should be doing;
- become the team's bottleneck;
- micromanage;
- delegate incompletely;
- give vague expectations;
- repeatedly follow up;
- tolerate missed commitments;
- avoid holding employees accountable;
- wait too long before addressing performance concerns;
- solve problems for employees;
- conduct meetings without clear decisions;
- react to whichever issue appears most urgent;
- measure busyness rather than productivity;
- motivate primarily through pressure;
- avoid difficult conversations;
- struggle with former peers;
- communicate inconsistently;
- treat coaching as telling employees what to do;

- handle conflict emotionally;
- make decisions based primarily on instinct;
- address symptoms rather than root causes;
- focus on daily operations without developing people; or
- achieve results only through excessive personal effort.

Point B: After the Training

Managers should be better able to:

- Think and act like managers;
- clarify their managerial responsibilities;
- translate organizational priorities into team priorities;
- establish measurable expectations;
- plan work systematically;
- delegate outcomes rather than merely tasks;
- give appropriate authority;
- maintain checkpoints without micromanaging;
- create employee accountability;
- diagnose performance gaps;
- coach instead of automatically solving;
- provide timely feedback;
- recognize and reinforce good performance;
- manage difficult employee behavior;
- handle workplace conflict professionally;
- adapt management approaches;
- develop employee capability;
- strengthen employee engagement;
- solve recurring problems systematically;
- make more defensible decisions;
- communicate upward and across departments;
- manage priorities;
- monitor results;
- continuously improve team performance; and
- deliver stronger business outcomes through people.

ORGANIZATIONAL CHALLENGES ADDRESSED

This **Management Training in the Philippines** may help organizations address:

- Newly promoted managers struggling in their roles;
- technically competent managers with weak people-management skills;
- inconsistent management practices;
- managers who micromanage;

- managers who fail to delegate;
- employees overly dependent on supervisors;
- unclear performance expectations;
- weak accountability;
- recurring missed deadlines;
- poor employee coaching;
- managers avoiding difficult conversations;
- inconsistent feedback;
- managers solving employees' problems for them;
- weak employee engagement;
- lack of employee empowerment;
- recurring workplace conflict;
- cross-functional friction;
- poor management communication;
- weak decision-making;
- recurring operational problems;
- managers focusing on activity instead of outcomes;
- excessive meetings;
- reactive management;
- manager burnout;
- weak succession pipelines;
- employees promoted without preparation;
- management practices varying widely between departments;
- high-potential employees preparing for management roles;
- organizations scaling faster than their managerial capability; or
- organizations seeking a common management language and methodology.

WHAT MANAGEMENT DEVELOPMENT MEANS

Management Development is a systematic process of strengthening the capabilities required for managers to successfully achieve organizational objectives through people, processes, resources, priorities, decisions, and execution.

It goes beyond learning isolated leadership concepts.

Effective management development strengthens capabilities in areas such as:

- Planning;
- organizing;
- prioritizing;
- communication;
- delegation;
- accountability;

- coaching;
- feedback;
- employee development;
- motivation;
- conflict management;
- problem-solving;
- decision-making;
- performance management;
- stakeholder coordination;
- team development; and
- business execution.

MANAGEMENT VERSUS LEADERSHIP

Management and leadership are closely related but are not identical.

Management

Emphasizes:

- Planning;
- organizing;
- coordinating;
- allocating resources;
- setting standards;
- monitoring;
- problem-solving;
- performance management;
- execution.

Leadership

Emphasizes:

- Direction;
- influence;
- purpose;
- inspiration;
- engagement;
- change;
- development;
- culture.

Effective managers need both.

A manager who can organize but cannot influence people may struggle.

A leader who can inspire but cannot organize execution may also struggle.

The program therefore develops **management discipline and practical leadership behavior together**.

MANAGEMENT TRAINING VERSUS MANAGEMENT DEVELOPMENT PROGRAM

Management Training

May address a specific managerial competency such as:

- Delegation;
- coaching;
- performance management;
- decision-making; or
- conflict management.

Management Development Program

A **Management Development Program in the Philippines** develops a broader and integrated set of management capabilities.

It recognizes that managerial effectiveness comes from the interaction of multiple competencies.

For example:

A manager cannot create accountability without clear expectations.

A manager cannot delegate effectively without defining outcomes.

A manager cannot coach effectively without understanding the performance gap.

A manager cannot improve performance without making decisions and solving problems.

A comprehensive program therefore connects these competencies.

SUPERVISORY DEVELOPMENT VERSUS MANAGEMENT DEVELOPMENT

Supervisory Development

Typically focuses on first-line supervisors who directly oversee frontline employees and day-to-day operations.

Management Development

Typically has a broader scope that may include:

- Department management;
- performance;
- planning;
- cross-functional leadership;
- people development;
- business thinking;

- decision-making;
- stakeholder management; and
- organizational execution.

Supervisory Development can form part of a larger Management Development architecture.

THE MANAGER'S PERFORMANCE EQUATION

Managers are accountable for more than their own individual output.

Their effectiveness increasingly depends on:

Clear Direction + Capable People + Effective Systems + Accountability + Sound Decisions + Consistent Execution

A manager should therefore repeatedly ask:

- Does my team know what is expected?
- Do employees have the capability?
- Do they have the required resources?
- Is responsibility clear?
- Am I coaching rather than rescuing?
- Are commitments being monitored?
- Are recurring problems being solved?
- Are we measuring the right results?
- Are people improving?
- Is the team contributing to organizational priorities?

THE MSS M.A.N.A.G.E. MANAGEMENT DEVELOPMENT FRAMEWORK

M — MASTER THE MANAGERIAL MINDSET, ROLE, AND RESPONSIBILITIES

The first management transition is psychological.

Managers must move from:

“My job is to produce.”

toward:

“My job is to create the conditions in which my team can produce.”

This does not mean managers stop doing technical work completely.

It means they must increasingly manage:

- Direction;

- priorities;
- people;
- performance;
- decisions;
- resources;
- risks;
- coordination; and
- improvement.

FROM DOER TO ENABLER

A manager should recognize work that employees:

Can Do Independently

Allow appropriate autonomy.

Can Do With Coaching

Develop capability rather than taking over.

Cannot Yet Do

Provide direction, training, or closer support.

Should Not Do

Retain decisions involving appropriate managerial authority, confidentiality, risk, or accountability.

COMMON NEW MANAGER TRAPS

“I’ll Just Do It Myself”

This feels faster initially but creates long-term dependency.

“Nobody Can Do It as Well as I Can”

This prevents delegation and development.

“I Don’t Want My Former Peers to Think I’ve Changed”

This can create inconsistent standards.

“I Need to Be Involved in Everything”

This creates micromanagement and bottlenecks.

“Good Employees Should Already Know”

Employees cannot consistently meet expectations that were never clearly communicated.

THE CORE RESPONSIBILITIES OF MANAGEMENT

Managers generally need to:

Plan

Determine priorities, objectives, resources, and actions.

Organize

Clarify work, roles, responsibilities, and coordination.

Lead

Influence and develop people.

Monitor

Evaluate progress and performance.

Correct

Address gaps and problems.

Improve

Strengthen people, systems, processes, and results.

A — ALIGN GOALS, PRIORITIES, STANDARDS, AND PERFORMANCE

Managers translate organizational priorities into team-level action.

Employees need clarity about:

- What must be achieved;
- why it matters;
- how success will be measured;
- what standards apply;
- who owns what;
- when results are expected.

FROM COMPANY GOALS TO EMPLOYEE PERFORMANCE

A basic alignment chain is:

Organizational Goal



Department Objective



Team Result



Employee Responsibility



Performance Measure



Actions and Priorities

Employees should be able to understand how their work contributes to something larger than merely completing activities.

ACTIVITY VERSUS ACCOMPLISHMENT

Activity:

“Conducted 20 sales calls.”

Accomplishment:

“Generated five qualified opportunities worth ₱2 million.”

Activity:

“Processed 300 customer tickets.”

Accomplishment:

“Resolved 92% within SLA while maintaining target CSAT.”

Managers should monitor both activities and results but avoid confusing busyness with performance.

SETTING CLEAR EXPECTATIONS

A useful management instruction answers:

- What needs to be done?
- Why does it matter?
- What result is expected?
- What standard applies?
- Who owns it?
- When is it due?
- What authority is available?
- When will we review progress?

Weak instruction:

“Please handle this.”

Stronger instruction:

“Please consolidate the three departmental reports into one management summary by Thursday at 3:00 PM.

Highlight the five largest variances and identify any item requiring a management decision. Let's review your draft Thursday morning.”

PERFORMANCE STANDARDS

Standards may involve:

- Quality;
- quantity;
- timeliness;
- cost;
- customer service;
- compliance;
- behavior;
- productivity;
- safety.

Managers need standards that are sufficiently clear to:

- Communicate;
- observe;
- measure;
- coach;
- evaluate.

N — NAVIGATE PEOPLE, COMMUNICATION, CONFLICT, AND CHANGE

Managing employees means working with different:

- Personalities;
- capabilities;
- motivations;
- communication preferences;
- generations;
- experiences;
- attitudes;
- work styles.

A single management approach does not always work equally well with everyone.

MANAGEMENT COMMUNICATION

Managers communicate:

Downward

Expectations, priorities, instructions, feedback, decisions.

Upward

Results, risks, issues, recommendations, resource needs.

Across

Coordination, dependencies, decisions, commitments.

Effective management communication should be:

- Clear;
- concise;
- relevant;
- timely;
- actionable.

MANAGING FORMER PEERS

Newly promoted managers may need to:

- Reset professional boundaries;
- clarify expectations;
- remain fair;
- avoid favoritism;
- communicate changes openly;
- hold former peers accountable;
- maintain professional relationships.

The objective is not to become distant.

It is to become appropriately accountable for the role.

MANAGING DIFFERENT EMPLOYEE NEEDS

An inexperienced but motivated employee may need:

More direction and coaching.

An experienced and capable employee may need:

More autonomy and challenging responsibility.

A capable but disengaged employee may require:

Motivation, involvement, expectation clarification, or accountability.

Good management adapts without becoming inconsistent.

MANAGING WORKPLACE CONFLICT

Managers should be able to distinguish:

Task Conflict

Disagreement about work.

Process Conflict

Disagreement about how work should be completed.

Relationship Conflict

Interpersonal tension.

Performance Conflict

Disagreement involving expectations or accountability.

A manager's role is not to eliminate every disagreement.

It is to prevent unmanaged disagreement from damaging performance and relationships.

MANAGING CHANGE

Managers play a critical role during:

- Reorganizations;
- process changes;
- system implementations;

- policy changes;
- leadership transitions;
- new targets;
- transformation initiatives.

Employees often experience organizational change through their immediate manager.

Managers therefore need to:

- Explain the reason;
- clarify what changes;
- acknowledge concerns;
- reinforce what remains;
- provide direction;
- listen;
- monitor adjustment;
- model adaptability.

A — ACTIVATE DELEGATION, ACCOUNTABILITY, FEEDBACK, AND COACHING

Managers cannot scale if everything remains dependent on them.

WHAT DELEGATION MEANS

Delegation is the intentional transfer of responsibility for an outcome together with appropriate:

- Authority;
- information;
- resources;
- expectations;
- deadlines;
- checkpoints.

Delegation is not:

“Do this because I'm busy.”

WHAT TO DELEGATE

Good candidates may include:

- Developmental assignments;
- recurring responsibilities;
- decisions employees are capable of making;

- work closer to the employee's role;
- projects that build capability.

Managers should be cautious about delegating responsibilities requiring:

- Confidential managerial judgment;
- formal disciplinary authority;
- responsibilities reserved by policy;
- risks beyond employee authority.

THE DELEGATION CONVERSATION

A manager should clarify:

1. **Outcome** — What should be accomplished?
2. **Reason** — Why is it important?
3. **Standard** — What does good look like?
4. **Authority** — What may the employee decide?
5. **Resources** — What support is available?
6. **Deadline** — When is it due?
7. **Checkpoint** — When will progress be reviewed?

DELEGATION VERSUS MICROMANAGEMENT

Management control does not require constant interference.

A manager can establish:

- Clear outcomes;
- milestones;
- check-ins;
- quality criteria;
- escalation triggers.

Then give the employee sufficient space to perform.

EMPLOYEE ACCOUNTABILITY

Accountability requires:

Clear Expectation

-

Clear Owner

-

Clear Deadline

-

Clear Standard

-

Follow-Through

When commitments are repeatedly missed without follow-through, managers unintentionally teach employees that deadlines are negotiable.

COACHING EMPLOYEE PERFORMANCE

Before giving advice, diagnose the gap.

Ask:

- Does the employee know what is expected?
- Does the employee know how?
- Does the employee have resources?
- Is there a motivation issue?
- Is workload the problem?
- Is the process creating the problem?
- Is accountability missing?

Different causes require different managerial responses.

PRACTICAL COACHING SEQUENCE

A coaching conversation may involve:

1. Clarify the situation;
2. ask for the employee's perspective;
3. identify the gap;
4. explore the cause;
5. identify options;
6. agree on action;
7. establish a deadline or checkpoint;
8. follow through.

FEEDBACK

Effective feedback is:

- Timely;

- specific;
- behavior-focused;
- evidence-based;
- respectful;
- actionable.

Instead of:

“Your attitude needs improvement.”

Consider:

“During yesterday's meeting, you interrupted two team members before they completed their updates and dismissed one suggestion without asking for clarification. I need you to allow colleagues to finish and respond to disagreements professionally.”

The second version gives the employee something concrete to change.

G — GROW EMPLOYEE CAPABILITY, ENGAGEMENT, AND TEAM PERFORMANCE

Managers should not merely use employee capability.

They should develop it.

DEVELOPING EMPLOYEES

Managers can develop employees through:

- Delegation;
- stretch assignments;
- coaching;
- feedback;
- job exposure;
- cross-training;
- mentoring;
- project responsibility;
- learning opportunities;
- reflection.

Employee development is not limited to formal classroom training.

EMPLOYEE ENGAGEMENT

Managers influence engagement through:

- Meaning;
- recognition;
- fairness;
- clarity;
- autonomy;
- growth;
- communication;
- trust;
- support;
- involvement.

Managers cannot control every organizational factor affecting engagement.

But they strongly influence employees' day-to-day work experience.

MOTIVATION

Different employees may respond to different motivators:

- Achievement;
- recognition;
- responsibility;
- learning;
- autonomy;
- contribution;
- advancement;
- belonging;
- stability.

Effective managers avoid assuming everyone is motivated by the same thing.

RECOGNITION

Recognition should identify the behavior worth repeating.

Instead of:

“Good job.”

Consider:

“You anticipated the customer issue, coordinated with Logistics before the deadline, and updated the client before they needed to follow up. That is exactly the ownership we need.”

Specific recognition teaches the standard.

BUILDING HIGH-PERFORMING TEAMS

High-performing teams generally need:

- Clear goals;
- complementary roles;
- trust;
- communication;
- accountability;
- coordination;
- constructive conflict;
- effective leadership;
- shared commitment.

Managers create conditions for performance rather than relying solely on individual talent.

E — EXECUTE DECISIONS, IMPROVEMENTS, AND BUSINESS RESULTS

Managers are expected to convert information into action.

PROBLEM-SOLVING

A practical management sequence is:

1. Define the problem clearly;
2. separate facts from assumptions;
3. determine the expected condition;
4. identify the gap;
5. analyze root causes;
6. generate options;
7. evaluate alternatives;
8. implement action;
9. monitor results.

SYMPTOM VERSUS ROOT CAUSE

Symptom:

“Orders are delayed.”

Possible root causes:

- Insufficient inventory;
- approval delays;
- scheduling problems;
- vendor failure;
- poor coordination;
- inaccurate forecasts.

Managers should avoid repeatedly treating symptoms.

DECISION-MAKING

Managers make decisions under:

- Limited time;
- incomplete information;
- competing priorities;
- risk;
- uncertainty.

A practical decision process considers:

- Objective;
- options;
- criteria;
- impact;
- risk;
- stakeholders;
- reversibility;
- implementation requirements.

Not every decision requires exhaustive analysis.

Not every decision should be made impulsively.

DECISION ESCALATION

A useful escalation contains:

- Situation;
- facts;
- impact;
- options;
- recommendation;
- decision needed;
- deadline.

Instead of:

“We have a problem.”

A manager should help senior management decide.

BUSINESS THINKING FOR MANAGERS

Managers should understand how their decisions affect:

- Revenue;
- cost;
- productivity;
- quality;
- customer experience;
- risk;
- employees;
- cash;
- organizational priorities.

Even managers outside Finance need basic business awareness.

CONTINUOUS IMPROVEMENT

Managers should repeatedly ask:

- What is not working?
- What repeatedly causes delay?
- What work adds little value?
- What should be standardized?
- What should be simplified?

- What should be delegated?
- What should be measured differently?
- What capability needs development?

Strong managers do not simply maintain today's operation.
They improve tomorrow's operation.

ONE-DAY MANAGEMENT DEVELOPMENT PROGRAM TRAINING OUTLINE

Time	Modules and Essential Topics	Major Activity and Participant Output
8:00 AM–10:00 AM	MODULE 1: THINK LIKE A MANAGER—FROM INDIVIDUAL PERFORMANCE TO TEAM RESULTS 1. The Transition from Individual Contributor to Manager • Doing versus managing • Managing through people without losing operational credibility 2. The MSS M.A.N.A.G.E. Framework • Master, Align, Navigate, Activate, Grow, Execute • Connecting people leadership with business results 3. Management Roles and Responsibilities • Plan, organize, lead, monitor, correct, and improve • What managers should personally own versus enable through others 4. Aligning Goals, Priorities, and Performance • Organizational goals → department results → employee responsibilities • Activities versus accomplishments	Major Activity: From Managerial Chaos to Clarity Challenge — Participants diagnose a realistic manager's workload, identify what should be stopped, delegated, prioritized, clarified, or monitored, then translate business priorities into team and employee expectations. Major Output: Manager Role-and-Priority Map and Team Performance Alignment Scorecard

Time	Modules and Essential Topics	Major Activity and Participant Output
	5. Setting Clear Expectations and Standards Results, owners, standards, deadlines, measures, and checkpoints	
10:00 AM–10:15 AM	MORNING BREAK	
10:15 AM–12:00 NN	MODULE 2: MANAGE THROUGH PEOPLE—DELEGATION, ACCOUNTABILITY, FEEDBACK, AND COACHING 1. Delegation That Develops Employees - What, why, outcome, authority, resources, deadline, and checkpoints - Delegation versus abdication and micromanagement 2. Building Employee Accountability - Expectations, ownership, commitments, standards, and follow-through - Addressing repeatedly missed commitments 3. Diagnosing Performance Gaps - Knowledge, skill, clarity, motivation, resources, systems, workload, and accountability - Matching the managerial response to the actual cause 4. Coaching Employees Toward Better Performance - Asking before telling - Turning problems into learning opportunities 5. Giving Recognition and Corrective Feedback - Evidence-based behavioral feedback - Handling performance conversations promptly and professionally	Major Activity: Delegation-to-Coaching Management Simulation — Participants delegate an important responsibility, respond to a missed commitment, diagnose the performance gap, and conduct a coaching-and-accountability conversation. Major Output: Employee Delegation, Accountability, and Coaching Plan
12:00 NN–1:00 PM	LUNCH BREAK	

Time	Modules and Essential Topics	Major Activity and Participant Output
1:00 PM–3:00 PM	MODULE 3: LEAD THE HUMAN SIDE—COMMUNICATION, ENGAGEMENT, CONFLICT, AND DIFFICULT SITUATIONS 1. Management Communication - Communicating downward, upward, and across functions - Clear instructions, management updates, and decision asks 2. Managing Different Employees - Capability, motivation, experience, work styles, and multigenerational considerations - Adapting without becoming inconsistent 3. Motivation and Engagement - Purpose, recognition, autonomy, development, involvement, fairness, and trust - Understanding what managers can directly influence 4. Managing Difficult Employees and Conflict - Resistance, negativity, poor accountability, interpersonal friction, and performance disagreement - Separating behavior, emotion, and performance facts 5. Managing Change Through the Team - Explaining change, acknowledging concerns, clarifying expectations, and supporting adoption	Major Activity: Difficult Management Conversations Role-Play — Participants manage realistic employee situations involving resistance, disengagement, conflict, attitude, missed commitments, or organizational change while observers evaluate clarity, fairness, empathy, accountability, and resolution. Major Output: Difficult Management Conversation and Employee Engagement Action Guide
3:00 PM–3:15 PM	AFTERNOON BREAK	
3:15 PM–5:00 PM	MODULE 4: DELIVER THE RESULT—PROBLEM-SOLVING, DECISION-MAKING, TEAM PERFORMANCE, AND MANAGEMENT EXECUTION	Major Activity: M.A.N.A.G.E. Business Management Challenge — Participants analyze an underperforming team's data, identify root causes, make management

Time	Modules and Essential Topics	Major Activity and Participant Output
	1. Solving Management Problems Systematically • Problem versus symptom • Facts, causes, options, actions, and follow-through 2. Making Sound Management Decisions • Criteria, consequences, risk, urgency, stakeholder impact, and reversibility • Deciding versus escalating 3. Managing Performance Through Measures • Activity, productivity, quality, customer, people, and business indicators • Using scorecards without managing numbers blindly 4. Strengthening Cross-Functional Execution • Stakeholder coordination, dependencies, commitments, and management communication • Moving issues to decisions and actions 5. Developing People and Improving the Operation • Building capability, succession readiness, process improvement, and continuous management development • 30-, 60-, or 90-day application planning	decisions, address people and process issues, establish performance actions, and present a concise management recovery plan. Major Output: Management Performance Improvement Plan and 30-, 60-, or 90-Day M.A.N.A.G.E. Development Roadmap
5:00 PM	PROGRAM CLOSING	Learning synthesis, management commitments, evaluation, and recommended next steps

MAJOR PARTICIPANT OUTPUTS

Participants are expected to complete:

1. **Manager Role-and-Priority Map and Team Performance Alignment Scorecard**
2. **Employee Delegation, Accountability, and Coaching Plan**
3. **Difficult Management Conversation and Employee Engagement Action Guide**
4. **Management Performance Improvement Plan and 30-, 60-, or 90-Day M.A.N.A.G.E. Development Roadmap**

SAMPLE MANAGEMENT SITUATIONS

Activities may be customized around situations such as:

- Newly promoted manager supervising former peers;
- manager doing employees' work;
- employee repeatedly missing deadlines;
- employee waiting for instructions before acting;
- manager unable to delegate;
- overreliance on one high performer;
- employee resisting feedback;
- manager avoiding a difficult employee;
- two employees experiencing interpersonal conflict;
- high performer with poor attitude;
- disengaged experienced employee;
- new employee requiring more supervision;
- employee blaming another department;
- competing departmental priorities;
- cross-functional project delays;
- repeated customer complaints;
- missed targets;
- excessive overtime;
- manager overwhelmed by meetings;
- unclear team responsibilities;
- employees who are busy but not productive;
- recurring quality errors;
- employees resistant to organizational change;
- team dependency on the manager;
- employee demanding promotion;
- manager needing to communicate an unpopular decision;
- team performance plateau;
- manager needing to recommend corrective action to senior management;
- department needing to improve productivity without additional headcount.

TRAINING METHODS

The program follows MSS Corporation's **EnterTRAINment** training-design methodology:

- Approximately **30% concise trainer input, demonstrations, facilitated discussion, and synthesis**
- Approximately **70% management simulations, case analysis, delegation exercises, coaching practice, difficult conversations, problem-solving, decision-making, performance analysis, and workplace application**

Methods may include:

- Management capability self-assessment;
- doer-versus-manager exercise;
- role-clarity analysis;
- priority challenge;
- performance-standard exercise;
- delegation simulation;
- accountability case;
- coaching triads;
- feedback practice;
- difficult-employee role plays;
- conflict scenarios;
- employee-engagement diagnosis;
- change-management discussion;
- root-cause analysis;
- management decision cases;
- performance-scorecard interpretation;
- cross-functional coordination challenge; and
- management action planning.

TARGET PARTICIPANTS

This **Management Development Program Training in the Philippines** is recommended for:

- Newly promoted Managers;
- Department Managers;
- Functional Managers;
- Middle Managers;
- Operations Managers;
- Branch Managers;
- Sales Managers;
- Customer Service Managers;
- HR Managers;
- Finance Managers;

- Marketing Managers;
- Administrative Managers;
- Supply Chain Managers;
- Procurement Managers;
- IT Managers;
- Engineering Managers;
- Project Managers with people-management responsibility;
- experienced Supervisors transitioning into management;
- Assistant Managers;
- Section Heads;
- Unit Heads;
- high-potential employees preparing for management;
- succession candidates; and
- managers who have technical expertise but limited formal management-development training.

RECOMMENDED NUMBER OF PARTICIPANTS

Approximately **12 to 20 participants** is recommended for intensive management simulations, coaching practice, case discussions, feedback, and individual application.

Groups of up to approximately 25 participants may be accommodated through:

- Small-group case teams;
- management triads;
- observer roles;
- breakout exercises; or
- additional facilitation support.

DELIVERY OPTIONS

The program may be delivered through:

- Face-to-face in-house training;
- live virtual instructor-led training;
- hybrid training;
- offsite corporate training;
- public training;
- management academy;
- emerging-leaders program;
- high-potential development program;
- succession-development program;
- new-manager onboarding;
- organization-wide Management Development Program; or

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Units 2K-2L, 2nd Floor E.C. Valle Commercial Center M.L.
Quezon Avenue Brgy. San Isidro, Angono, Rizal



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- customized training-and-consultancy engagement.

AVAILABLE PROGRAM FORMATS

Half-Day Management Fundamentals

Recommended for:

- Managerial transition;
- management roles;
- expectations;
- delegation;
- accountability;
- communication;
- basic coaching.

The half-day version contains exactly two modules.

One-Day Management Development Program Training

Recommended as a practical foundation covering the complete **MSS M.A.N.A.G.E. Management Development Framework**.

Two-Day Intensive Management Development Workshop

Recommended when organizations require deeper practice in:

- Delegation;
- accountability;
- coaching;
- performance management;
- conflict;
- difficult employees;
- problem-solving;
- decision-making;
- employee engagement;
- team development.

Modular Management Development Program

For organizations seeking a genuine developmental journey rather than a single workshop, MSS Corporation may structure the program into modules such as:

1. **Managerial Mindset and Role Transition**
2. **Planning, Priorities, and Execution**
3. **Management Communication**
4. **Delegation and Employee Empowerment**
5. **Employee Accountability**
6. **Coaching and Feedback**

7. **Performance Management**
8. **Managing Difficult Employees**
9. **Conflict Management**
10. **Problem Solving and Decision-Making**
11. **Employee Engagement and Motivation**
12. **Building High-Performing Teams**
13. **Business Acumen for Managers**
14. **Stakeholder Management and Influence**
15. **Change Leadership**
16. **Developing Employees and Succession**

Management Development Learning Journey

A more comprehensive intervention may include:

- Pre-program management competency assessment;
- participant self-assessment;
- manager/HR input;
- classroom modules;
- workplace application assignments;
- coaching;
- action-learning projects;
- manager case clinics;
- peer learning;
- 30-, 60-, or 90-day implementation reviews;
- post-program evaluation; and
- management-development recommendations.

CUSTOMIZATION OPTIONS

This **Training on Management Development Program in the Philippines** may be customized using the client's:

- Strategic plan;
- leadership competency framework;
- management expectations;
- Balanced Scorecard;
- departmental KPIs;
- employee scorecards;
- performance-management system;
- organizational values;
- policies;
- Job Descriptions;
- actual management challenges;
- employee-engagement results;
- succession requirements;

- organizational structure;
- industry;
- management levels; and
- desired business outcomes.

POSSIBLE MANAGEMENT DEVELOPMENT PERFORMANCE MEASURES

Organizations may evaluate post-training application through:

- Team KPI achievement;
- employee performance;
- productivity;
- quality;
- employee-accountability measures;
- missed-deadline reduction;
- delegation effectiveness;
- coaching frequency;
- completion of performance conversations;
- employee engagement;
- turnover;
- absenteeism;
- internal promotion readiness;
- team conflict indicators;
- customer-service results;
- employee-development completion;
- action-plan implementation;
- management competency scores;
- stakeholder feedback;
- cross-functional performance;
- succession readiness;
- business-result improvement.

Measures should reflect what the organization expects managers to accomplish rather than counting only training attendance.

PROFESSIONAL AND ORGANIZATIONAL BOUNDARIES

This Management Development Program develops management capability.

It does not automatically:

- Replace formal HR policies;
- replace disciplinary procedures;

- replace legal advice;
- authorize managers beyond their designated authority;
- replace technical training;
- guarantee employee engagement;
- guarantee retention;
- guarantee promotion;
- solve organizational problems caused primarily by structural or system issues.

Managers should continue to follow organizational procedures involving:

- Discipline;
- termination;
- grievances;
- harassment;
- discrimination;
- compensation;
- promotion;
- employee relations;
- confidential information;
- health and safety;
- regulatory matters.

FREQUENTLY ASKED QUESTIONS

What is Management Training in the Philippines?

Management Training in the Philippines develops the practical competencies managers need to plan work, organize resources, lead employees, delegate responsibilities, manage performance, solve problems, make decisions, and deliver organizational results.

What is Training on Management in the Philippines?

Training on Management in the Philippines prepares managers and emerging managers to handle the people, performance, operational, and decision-making responsibilities of management more effectively.

What is a Management Development Program in the Philippines?

A **Management Development Program in the Philippines** is a structured learning intervention designed to develop multiple managerial competencies rather than focusing on only one management skill.

It may cover planning, delegation, accountability, coaching, communication, performance management, problem-solving, decision-making, employee engagement, team leadership, and business execution.

What is a Program on Management Development in the Philippines?

A **Program on Management Development in the Philippines** develops managers through integrated learning activities designed to improve their ability to manage people, performance, priorities, and business results.

What is Management Development Program Training in the Philippines?

Management Development Program Training in the Philippines is a practical management-development intervention for managers, department heads, assistant managers, supervisors transitioning into management, and high-potential employees preparing for broader responsibilities.

What is Training on Management Development Program in the Philippines?

Training on Management Development Program in the Philippines equips managers with practical tools and behaviors for aligning goals, delegating responsibility, coaching employees, managing accountability, solving problems, making decisions, and improving team performance.

What is Developing the Management Training in the Philippines?

Developing the Management Training in the Philippines may refer to training designed to strengthen an organization's existing and future managers across essential management competencies.

What is Training on Development the Management in the Philippines?

Organizations searching for **Training on Development the Management in the Philippines** are typically looking for a structured management-development intervention that strengthens managers' people, performance, communication, planning, and execution capabilities.

What is Developing the Management Program in the Philippines?

A **Developing the Management Program in the Philippines** may refer to an organizational initiative that systematically builds managerial capability across new, current, and future managers.

What is Program on Developing the Management in the Philippines?

A **Program on Developing the Management in the Philippines** develops managers through an integrated combination of management concepts, practical application, coaching, simulations, workplace assignments, and performance improvement.

Is this the same as Leadership Training?

Not exactly.

Leadership Training primarily emphasizes influence, direction, engagement, and leadership behavior. Management Development additionally addresses:

- Planning;
- organization;
- delegation;
- accountability;
- performance management;
- decision-making;
- problem-solving;
- resource coordination;
- execution.

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The two areas strongly complement each other.

Is this the same as Supervisory Development Training?

No.

Supervisory Development typically focuses on first-line supervisors.

Management Development generally goes broader into departmental management, people development, decision-making, business results, stakeholder coordination, and organizational execution.

Is this suitable for newly promoted managers?

Yes.

New managers are one of the program's primary audiences because promotion frequently occurs before an employee has received formal management preparation.

Is this suitable for experienced managers?

Yes.

Experienced managers may benefit from establishing a common methodology, correcting ineffective habits, strengthening people-management practices, and improving management consistency.

Can Assistant Managers attend?

Yes.

Assistant Managers preparing for full management responsibility are appropriate participants.

Can high-potential employees attend?

Yes.

The program may be used as part of succession planning or an emerging-manager development pipeline.

Does the program cover delegation?

Yes.

Participants practice delegation that includes outcomes, authority, standards, resources, deadlines, and checkpoints.

Does the program cover accountability?

Yes.

Participants learn how to create clear expectations, commitments, standards, follow-through, and appropriate consequences.

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Does it cover employee coaching?

Yes.

Participants practice diagnosing performance gaps and conducting coaching conversations.

Does it address difficult employees?

Yes.

The program includes practical management approaches for performance issues, resistance, poor accountability, negativity, and workplace friction.

A dedicated **Managing Difficult Employees Training** may be recommended when the client needs deeper application.

Does it cover problem-solving and decision-making?

Yes.

Managers practice defining problems, analyzing causes, generating options, evaluating risks, selecting actions, and escalating effectively.

Does it cover employee engagement?

Yes.

Participants examine practical engagement drivers that managers can directly influence.

Does it include performance management?

Yes.

Participants learn to establish expectations, monitor results, provide feedback, coach performance, and strengthen accountability.

Does it cover business acumen?

The one-day program introduces management decisions in relation to business outcomes.

For deeper financial, commercial, strategic, and enterprise thinking, MSS Corporation may provide a dedicated **Business Acumen Training**.

Can the program use our actual management situations?

Yes.

Client-approved and appropriately anonymized management situations can be incorporated into:

- Cases;
- role plays;

- coaching exercises;
- decision simulations;
- action planning.

Can the program be conducted virtually?

Yes.

Virtual delivery may use breakout simulations, digital case exercises, coaching triads, decision scenarios, collaborative scorecards, and management action planning.

Is one day enough for a Management Development Program?

One day can provide a strong practical **foundation**.

However, comprehensive management development is better approached as a **multi-session learning journey** when the organization wants sustained behavioral change across multiple managerial competencies.

For this reason, MSS Corporation may recommend a modular or multi-month Management Development Program for clients seeking broader organizational impact.

RELATED MSS CORPORATION TRAINING PROGRAMS

Organizations considering this program may also explore:

- Supervisory Development Training;
- Leadership and Management Training;
- Problem Solving and Decision-Making for Leaders Training;
- Employee Delegation Training;
- Employee Accountability Training;
- Coaching and Mentoring Training;
- Performance Management Training;
- Managing Difficult Employees Training;
- Managing Workplace Conflict Training;
- Employee Engagement Training;
- Employee Motivation Training;
- Employee Empowerment Training;
- Building High-Performing Teams Training;
- Business Acumen Training;
- Stakeholder Influence Training;
- Strategic Management Training;
- Strategic Planning Training;
- Change Management Training;
- Multigenerational Leadership Training;
- Succession Planning Training;

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- Executive Leadership Training; and
- Management and Leadership Development Consultancy.

WHY CHOOSE MSS CORPORATION FOR MANAGEMENT DEVELOPMENT PROGRAM TRAINING IN THE PHILIPPINES?

Integrated Management Capability

The program does not teach management skills as isolated concepts.

Participants understand how:

Expectations → Delegation → Accountability → Coaching → Development → Decision-Making → Execution
work together.

Practical MSS M.A.N.A.G.E. Framework

Managers receive a memorable six-part structure:

Master → Align → Navigate → Activate → Grow → Execute

Designed Around Real Management Work

Participants practice situations managers actually experience rather than merely discussing theories.

Strong People-Management Application

The program develops practical capability in:

- Delegation;
- coaching;
- accountability;
- communication;
- conflict;
- motivation;
- employee development.

Strong Results Orientation

Management is connected with:

- Productivity;
- performance;
- quality;
- customer outcomes;
- employee results;
- organizational execution.

Suitable for New and Existing Managers

The program can prepare newly promoted managers while also strengthening experienced managers.

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Tangible Participant Outputs

Each module produces practical management tools and workplace commitments.

EnterTRAINment Methodology

Participants analyze, diagnose, communicate, delegate, coach, decide, solve, practice, and apply.

Highly Customizable

MSS Corporation may integrate the client's:

- Management competencies;
- Job Descriptions;
- strategic priorities;
- scorecards;
- values;
- employee challenges;
- actual management situations; and
- desired outcomes.

Expandable Into a Full Management Academy

The one-day program can become a structured multi-session Management Development journey addressing deeper competencies over time.

CALL TO ACTION

Stop Promoting Excellent Employees and Simply Hoping They Become Excellent Managers

Develop managers who can establish clear direction, prioritize work, delegate responsibility, coach employees, build accountability, manage difficult situations, solve problems, make decisions, develop people, strengthen teams, and deliver measurable business results.

Partner with MSS Corporation for a customized:

- **Management Training in the Philippines**
- **Training on Management in the Philippines**
- **Management Development Program in the Philippines**
- **Program on Management Development in the Philippines**
- **Management Development Program Training in the Philippines**
- **Training on Management Development Program in the Philippines**
- **Developing the Management Training in the Philippines**
- **Training on Development the Management in the Philippines**
- **Developing the Management Program in the Philippines**
- **Program on Developing the Management in the Philippines**

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designed around your managers, employees, business priorities, performance standards, leadership competencies, management challenges, and organizational goals.

With MSS, We Make Strong Success.