



World Customs Organization  
Organisation mondiale des douanes

# Middle Management Development (MMD) Training



## Overview

The WCO LMD Programme aims to support committed WCO Member administrations in the development and implementation of modern, consistent and sustainable leadership and management. To produce an organization-wide change in the leadership and management culture, the LMD Programme offers support on three different levels: executive, senior and middle management.

The first core element of the LMD Programme's support is a four-day Top Executive Retreat (TER) which is delivered to the Commissioner General of a Revenue Authority, or the Director General of a Customs administration (CA) and his or her team of executive managers (up to 10 participants).

The second core element of the LMD Programme is the 10-day LMD Workshop for senior management (max. 20 participants). Depending on the size of a beneficiary administration, one to three LMD workshops can be delivered.

The third core element of the LMD Programme, the Middle Management Development (MMD) is new and addresses middle managers (MMs) of CAs.

Through multiple WCO diagnostics, LMD and HR-related missions, it has been proven that MMs often lack some competencies needed to manage effectively various challenges to which they may be exposed to on a daily basis. For instance, many MMs continue to work as experts but neglect their responsibilities as managers. Some MMs find themselves stuck in the midst of human and operational complexity demands with none of the required people management competencies and no time to reflect on their need for behavioural changes. This is often because the promotion to middle management positions is based on technical excellence and experience, but not on management skills and competencies. In addition, MMs often lack management and leadership training opportunities. This is especially unfair given the importance of their role in an organization's and their critical contribution to its overall performance. Amongst others responsibilities, they are called upon to deal with several dimensions of the organization, both internally and externally<sup>1</sup>: they are directly involved in implementing the organization's strategy, building and promoting organizational culture, negotiate and influencing peers and stakeholders, bridging the divide between front-line staff (operational dimension) and senior and executive management (strategic dimension). It is also important to emphasize that, in the medium or long term, MMs are expected to become senior managers and even top executive managers. Thus, an adequate investment in the development of their modern managerial and behavioural skills will undoubtedly have added value, not only in the short term and in the form of improved daily management performance, but also in the medium and long term through the implementation of a modern and sustainable management culture across the entire organization.

### Overall objective

MMD Training offers support to MMs by expanding their knowledge and understanding of modern management, by developing in them the appropriate behaviour and attitude of a modern manager and by equipping them with a set of fundamental skills necessary to **manage themselves, teams, stakeholders and the organizational strategy and culture** on a daily basis.

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<sup>1</sup> The MM approach to work is more practice-oriented and requires more than one way of doing things. This involves being example of ethos and providing purpose; responding to requirements of particular situations; dealing with underlying complexities, as well as the normal flow of work (people, process, and technology and customer service); and translating CA strategy into operational objectives (creating purpose and alignment).

## Target audience

MMD Training benefits MMs from the Customs head office as well as from the regional structures of the Customs administration, regardless of their area of technical expertise.

Nominated candidates must register their commitment by completing and submitting the “Application Document” and “Personal Development Plan” to the LMD Programme Manager and assigned MMD trainer/tutor one month before the start of the training.

## Delivery approach

A blended learning approach is applied for delivery of MMD Training, spread over a period of 6 months and include the following steps:

- (1) *The Innermetrix2 ADVanced Insights Profile* evaluation followed by a one-to-one online coaching session: this is the preliminary phase during which participants, on the basis of the results of their evaluation and with the support of the MMD trainer, identify personal development areas and begin drafting their “Personal Development Plan”;
- (2) *Online self-learning*: during the second phase, participants use self-study to learn about basic theories, case studies, etc. and also make use of extensive reference material. This stage will be completed on the WCO CLiKC! platform by participants individually or through group sessions.
- (3) *Live Virtual Classroom session*: The completion of the online self-learning stage will be monitored by the MMD trainers and will be completed with two live virtual classroom sessions at the end of each module.
- (4) *Follow-up online coaching sessions*: during the follow-up stage which lasts for at least two months after the online self-learning and live virtual sessions. Participants can continue to benefit from the support (in the form of guidance, coaching, consultation, monitoring, etc.) of their individually assigned MMD trainer. The participant’s project progress and his/her performance will be monitored by the trainer on a regular basis but the participants will also be given the opportunity to request specific assistance or coaching by the trainer.
- (5) *Classroom session*: this core phase enables participants to combine learned theories with practice through plenary discussions, role play and exercises. This five-day in-person training is conducted at the premises of the beneficiary administration and is facilitated by two MMD trainers. At the end of the five days training, the MMD trainers will assign the participants tasks to complete (projects) in connection with their learning and their areas of activity.

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<sup>2</sup> The Innermetrix ADVanced Insights Profile holistically combines the best of three world-class profiles. The Attribute Index measures how we think and make decisions; the Values Index measures our motivational style and drivers; and the DISC Index measures our preferred behavioural style.

# Module 0: Introduction

## Overall objectives:

This module is designed to allow the participants and facilitators to get acquainted, and to allow participants to familiarize with the MMD Training Program.

The overall objective here is to really engage the participants in the program, have them become eager to out-perform it, and gain their commitment to be dedicated and punctual.

At the end of this module, participants will be able to:

- Know each other and the trainers better and understand each other’s roles and responsibilities during the training;
- Picture the overall benefits that this training program’s modules & components would have regarding both the organizational direction and their personal development.
- Understand the training methodology, the 3 learning stages and their purpose, and the types of required assignments.
- Recognize the program’s timeline, the sequence of phases, and the major milestones.
- Build common awareness and consensus about the ground rules that will be applied during the whole implementation of the training program.

## Content:

This module is consisted of 2 components designed to be delivered either as Fully Live Virtual Conference Session or Partially Live Virtual Conference Session.

Component	Title	Time
C 0.1	<b>Introduction of the participants and MMD trainers</b>	60 mn
C 0.2	<b>Presentation of the program</b>	60 mn



# Module 01: *Managing yourself*

## Overall objectives :

This module is designed to help middle managers discover themselves as a person as well as a manager from a deeper individual perspective and learn how to:

- Embrace the role of a manager and increase their own confidence in this role;
- Train and regularly practice self-awareness and self-management;
- Adopt and promote a modern management style that, through knowing yourself, managing yourself and really understanding others, leads to a significant and positive impact on others.
- Acquire the desired leadership skills and qualities that enable him/her to contribute to the success of his/her department as well as the whole organization.
- Use all available resources to take the most effective decisions.

## Content :

This module is consisted of 6 components designed to be delivered both virtually and in face-to-face sessions as follows:

Component	Title	Live virtual classroom session	Face-to-face classroom session
C 1.1	<b>Role of a Manager</b>	70	40
C 1.2	<b>Differences between a Manager and a Leader</b>	90	50
C 1.3	<b>Most effective Management Styles</b>	70	40
C 1.4	<b>Emotional Intelligence</b>	90	80
C 1.5	<b>Decision Making</b>	90	80
C 1.6	<b>Personal development plan</b>	70	70

In the online self-learning period one month prior to the live virtual classroom session participants will have access to the CLiK! platform where background material and exercises, that should be completed, are available together with the necessary guidelines and instructions.



# Module 02: *Managing your team*

## Overall objectives:

This module is designed to help the middle managers build, develop, coach, motivate and evaluate their teams.

Participants will learn how to:

- Stimulate true teamwork in the workplace and direct the resulting team synergy towards the accomplishment of the organizational goals.
- Build a sustainable learning and development culture & preserve organizational strength, through becoming the ever present trustworthy coaches of their respective teams.
- Evaluate the employees' performance in terms of results and behavior, based on previously discussed goals and standards, give constructive feedback and design personal development plans accordingly.
- Rise up quickly and courageously after setbacks, learn from the mistakes & respond to the failures with even greater plans for success.
- Nurture an enduring deep sense of purpose, a clear vision and the pursuit of true greatness, and incorporate all those together to influence every moment of their lives.
- Increase their efficiency by reducing their daily workload while developing and empowering others in their teams.
- Convey the interest and willingness to cross over cultural differences, embrace others' uniqueness, and communicate positively together with the utmost respect and understanding.
- Seek to understand their interlocutor's interests and objectives of a communication, and transmit theirs as well, with and/or without words.
- Separate the conflict from the person that causes it, recognize that conflicts occur naturally due to different people's perspectives and work together with their "antagonist" to resolve it.

## Content:

This module is consisted of 9 components designed to be delivered both virtually and in face-to-face sessions as follows:

Component	Title	Live virtual classroom session	Face-to-face classroom session
C 2.1	<b>Team Building</b>	80 mn	50 mn
C 2.2	<b>Coaching by a Manager</b>	50 mn	40 mn
C 2.3	<b>Performance Management</b>	60 mn	50 mn
C 2.4	<b>Staff Resilience</b>	50 mn	40 mn
C 2.5	<b>Boosting Self-Motivation</b>	60 mn	50 mn
C 2.6	<b>Delegation</b>	60 mn	40 mn
C 2.7	<b>Multicultural Communication</b>	40 mn	40 mn
C 2.8	<b>Interpersonal Communication</b>	40 mn	40 mn
C 2.9	<b>Difficult Conversations &amp; Conflict Resolution Management</b>	40 mn	40 mn

In the one-month period of online self-learning preceding the live virtual classroom session, dedicated for this module, participants will have access to the WCO CLiKC! Platform where background material and exercises, that should be completed and submitted, are available together with the necessary guidelines and instructions.

# Module 03: *Managing the stakeholders*

## Overall objectives:

This module is designed to develop the middle managers' skills in influencing, communicating, negotiating and engaging different stakeholders.

Participants will learn how to:

- Effectively influence others and persuade them of your own value and of the value of your ideas, while building rapport with your interlocutors.
- Apply outstanding customer service techniques to turn "clients' dissatisfaction" into "exceeding clients' expectations".
- Think of negotiation as an opportunity to reach win-win situations and stronger relationships with counterparts, in addition to higher gains.
- Deeply understand and communicate with stakeholders by profoundly comprehending the psychological hidden aspects that impact their behaviors and decisions.

## Content:

This module is consisted of 4 components designed to be delivered both virtually and in face-to-face sessions as follows:

Component	Title	Live virtual classroom session	Face-to-face classroom session
C 3.1	<b>Influential Communication</b>	90 mn	70 mn
C 3.2	<b>Outstanding Customer Service</b>	150 mn	110 mn
C 3.3	<b>Negotiation Techniques &amp; Skills</b>	150 mn	110 mn
C 3.4	<b>How to Engage any Stakeholder</b>	90 mn	70 mn

In the one-month period of online self-learning preceding the live virtual classroom session, dedicated for this module, participants will have access to the WCO CLiKC! Platform where background material and exercises, that should be completed and submitted, are available together with the necessary guidelines and instructions.



# Module 04: *Managing the organizational strategy and culture.*

## Overall objectives :

This module is designed to help the middle managers develop and implement effective strategies, manage their time and meetings effectively and efficiently, and promote a strong, healthy and high performing organizational culture.

Participants will learn how to:

- Manage projects successfully by following the steps of the project life cycle.
- Develop, implement and monitor effective strategies that aim towards the achievement of organizational objectives while preserving the organization’s vision, mission and values.
- Promote a positive, healthy and high-performing organizational culture in order to achieve employee satisfaction and organizational success.
- Reduce stress levels and achieve more in less time, through the proper management of time.
- Execute change initiatives effectively through following the 8-step change process, develop commitment plans that ensure the attainment of change, and persuade their teams of the necessity of change and its consequent benefits.
- Plan for and run effective and efficient meetings that serve the achievement of the organizational strategies, without wasting the managers’ or employees’ time and leaving them defocused, unsatisfied and unmotivated after each meeting.
- Promote integrity within Customs through understanding and implementing the **WCO Revised Arusha Declaration** and related tools and instruments, and reflect on the **importance of Integrity in Customs environment.**

## Content :

This module is consisted of 7 components designed to be delivered both virtually and in face-to-face sessions as follows:

Component	Title	Live virtual classroom session	Face-to-face classroom session
C 4.1	<b>Project Management</b>	120 mn	80 mn
C 4.2	<b>Strategic Management</b>	120 mn	80 mn
C 4.3	<b>Organizational Culture &amp; its Importance</b>	45 mn	60 mn
C 4.4	<b>Time &amp; Stress Management</b>	60 mn	60 mn
C 4.5	<b>Change Management for Middle Managers</b>	45 mn	50 mn
C 4.6	<b>Meeting Management</b>	45 mn	70 mn
C 4.7	<b>Integrity</b>	45 mn	60 mn

In the one-month period of online self-learning preceding the live virtual classroom session, dedicated for this module, participants will have access to the WCO CLiK! Platform where background material and exercises, that should be completed and submitted, are available together with the necessary guidelines and instructions.