



# **Development of Middle-level Managers: Challenges and Lessons Learnt for Viet Nam**

AmCham Breakfast September 15 2015



# Intro

Definition and Quantity

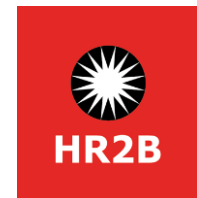
# Definition



Middle management is the intermediate management of a hierarchical organization,

That is subordinate to the executive management,

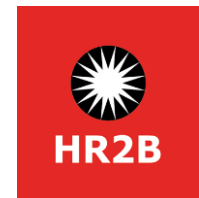
And responsible for at least two lower levels of junior staff.



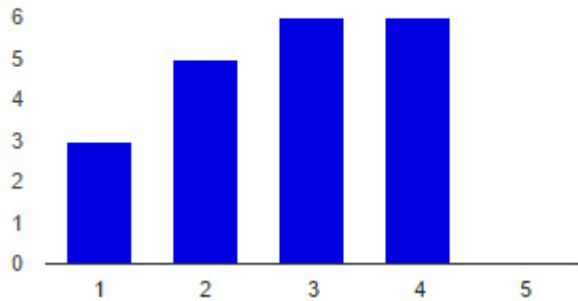
# Shortage?

Over 40% HR2B recruitment requests are for middle managers.

FMCG / IT HiTech/ Manufacturing / Pharma  
Medical / Banking Finance



### 1) Quantity - Do you have enough middle management talent in your organisation?



Shortage is affecting customer service: 1 3 15%

2 5 25%

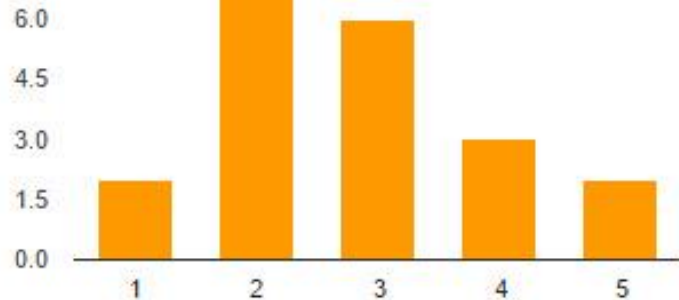
3 6 30%

4 6 30%

I have more than enough middle management talent: 5 0 0%

## Over 40% say shortage is affecting customer service now.

### 2) Quantity - How confident are you that you have enough middle management talent for future plans?



Not at all Confident: 1 2 10%

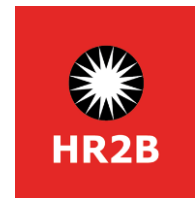
2 7 35%

3 6 30%

4 3 15%

Very Confident: 5 2 10%

## 45% worry about the future

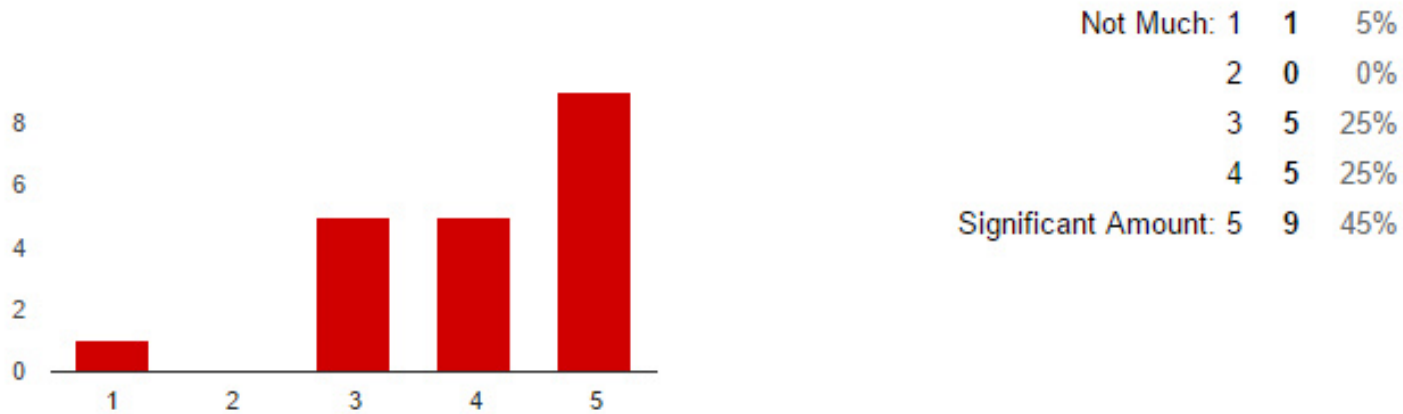




# Quality Middle Management

Training Needed? In what?

3) Quality - When you hire / promote someone to a middle management role how much training is needed?



Over 70% say that Vietnamese Managers require a “Significant Amount” of training.

*(Significant means cost has to be budgeted for and planned into senior managers time)*



# Which Skills?



Leadership	*****	70% highest need
Decision Making	****	60% highest need
Delegation	***	45% highest need
Finance	**	35% highest need
Technical	*	15% highest





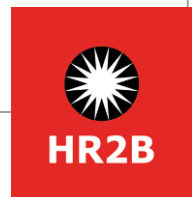
# Development Methods

How to Develop Skills

# How?



Coaching	One on one with senior manager.
Culture	Self paced. On the job. Monitor Feedback.
Training	Company (some public)



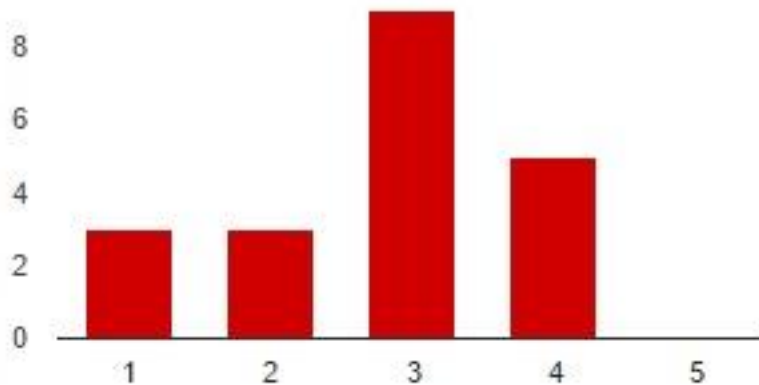


# How Good?

How can we improve Management Dev?

# Efficacy?

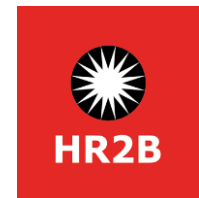
6) How happy are you with the speed of development of your middle managers?



very happy: 1	3	15%
2	3	15%
3	9	45%
4	5	25%
very unhappy: 5	0	0%



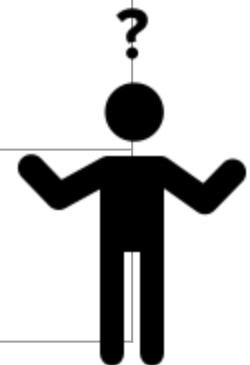
70% are ambivalent or unhappy with the training efforts.



# Why UnHappy?



Manager Motivation	Not implement training given. Not 'hungry'
Basic Skills Lacking	Cannot accept feedback. English poor. Degree qualified?
Lack Senior Support	Top management not invest in middle management.
Lack Loyalty	High turnover of middle management staff.
Lack of Supporting	Policy for promotion. Performance pay / feedback.



# Discussion

