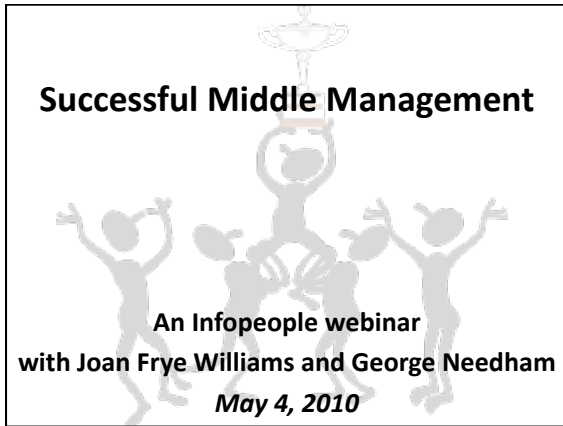


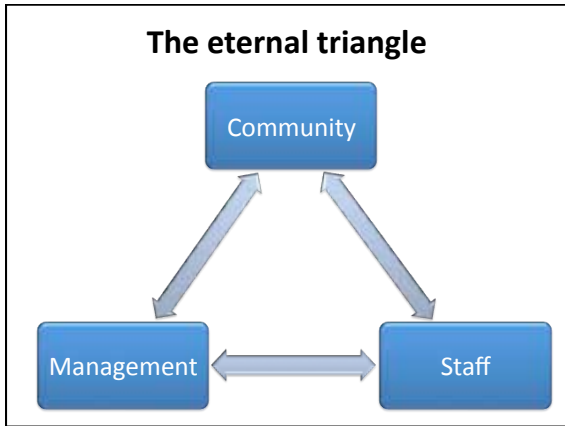
Successful Middle Management







Successful Middle Management







Successful Middle Management







Successful Middle Management

Efficiency



Clarity



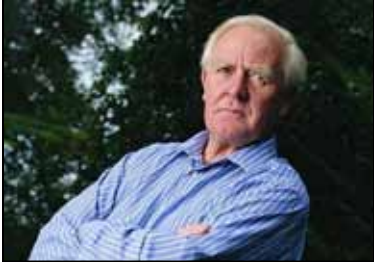
Accountability

I didn't
say it
was your
fault

I said I
was going
to Blame
you

Successful Middle Management

"A desk is a dangerous place from which to view the world."



John Le Carré

Pit dwellers

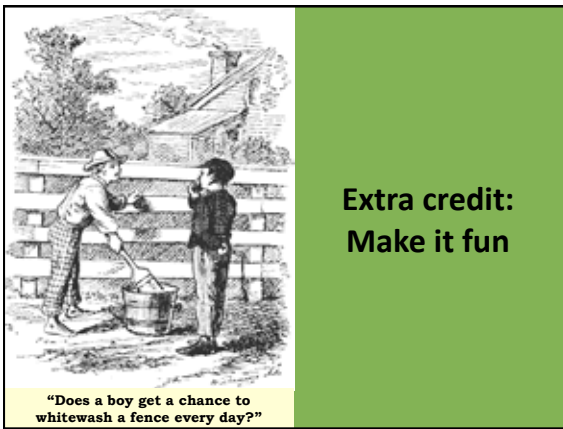


Dealing with pit dwellers



Successful Middle Management







Successful Middle Management







Successful Middle Management

When you're the messenger

- Be empathetic
- Don't delay
- Stick to the facts
- No sugar coating
- No "sandwiching"
- Link to principles



Speaking truth to power



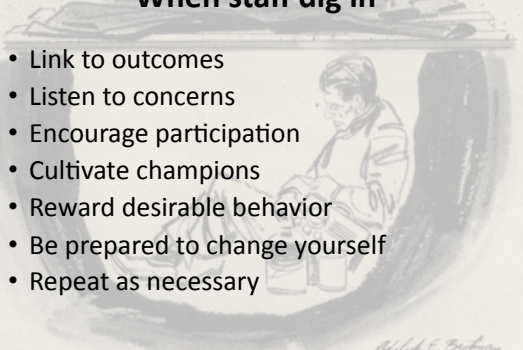
Overcoming resistance



Successful Middle Management

When staff dig in

- Link to outcomes
- Listen to concerns
- Encourage participation
- Cultivate champions
- Reward desirable behavior
- Be prepared to change yourself
- Repeat as necessary



Handling rumors

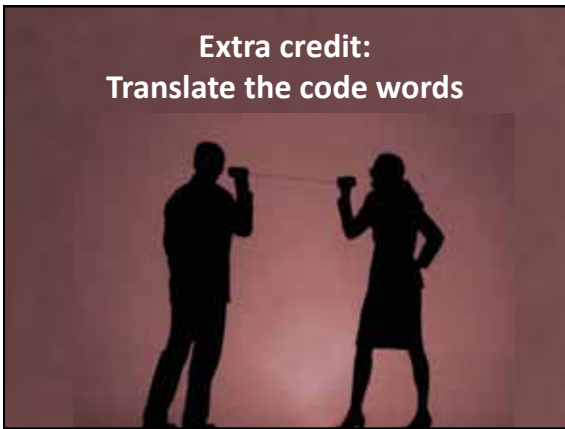


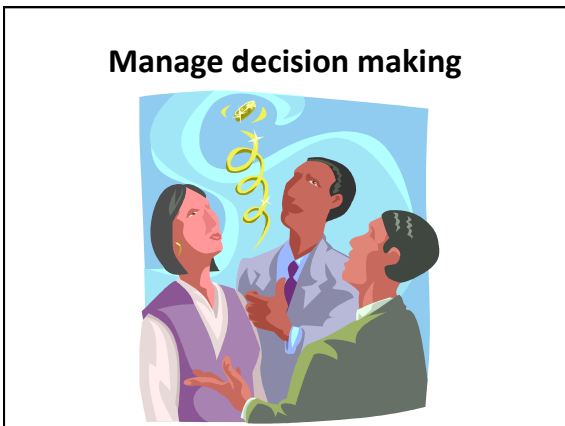
Providing effective feedback



Successful Middle Management



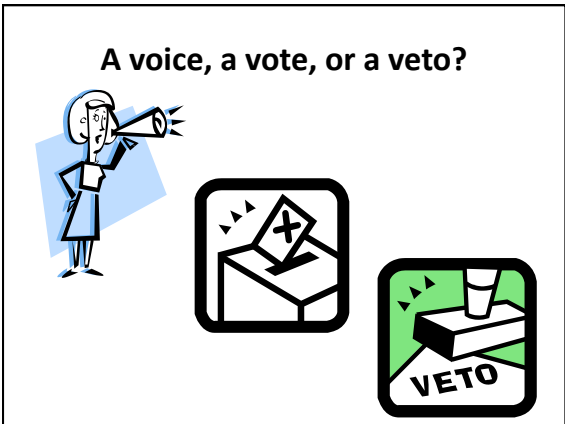




Successful Middle Management

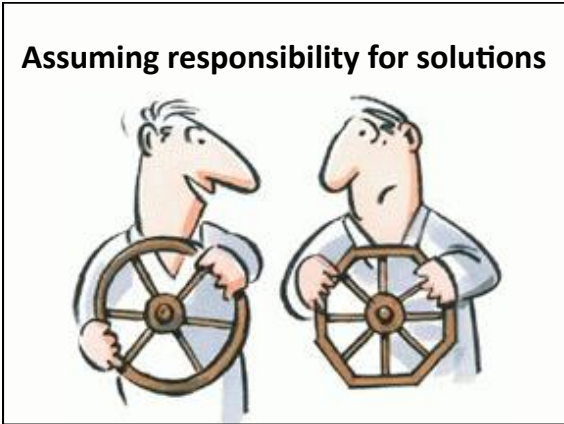




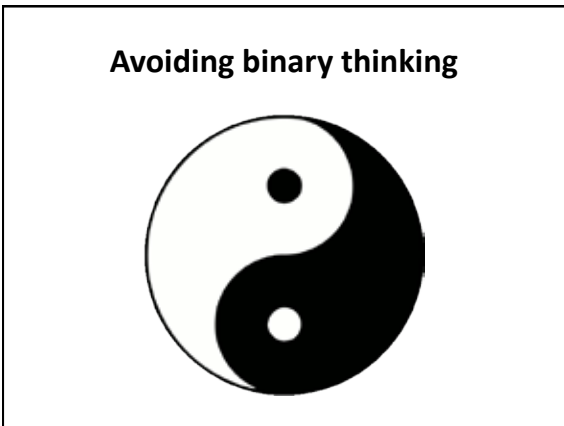


Successful Middle Management

Assuming responsibility for solutions



Avoiding binary thinking



Beware of "yes men and women"



Successful Middle Management

**Extra credit:
Foster creativity**



Manage results



Preparing for success



Successful Middle Management







Successful Middle Management





Signs that you're on the right track

- You care deeply about what you're doing
- You spend much of your time actively listening
- You learn every day
- You share the credit
- People bring you ideas and not just complaints



Successful Middle Management

Don't forget what we said about not trying to make everyone happy!



Let's continue the conversation

- E-mail hello@georgeandjoan.com
- Visit <http://georgeandjoan.com>