
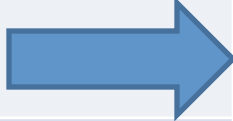

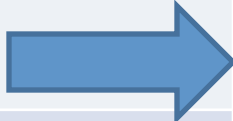
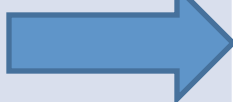




Gaining Support of Middle Managers for Change

**Gail Fann Thomas, Assoc Prof
Graduate School of Business & Public Policy
Naval Postgraduate School
Monterey, CA 93940
gthomas@nps.edu**

Middle Managers Play an Important Role in Reform Efforts

Moving from public organizations that are:		To ones that are more:
Oriented to the hierarchy		Attentive to public sentiment
Input focused		Results driven
Bureaucratic		Client-focused; agile, flexible
Fragmented		Interdependent
Expert-driven and individualistic decision making		Collaborative, team-based and partnership-oriented

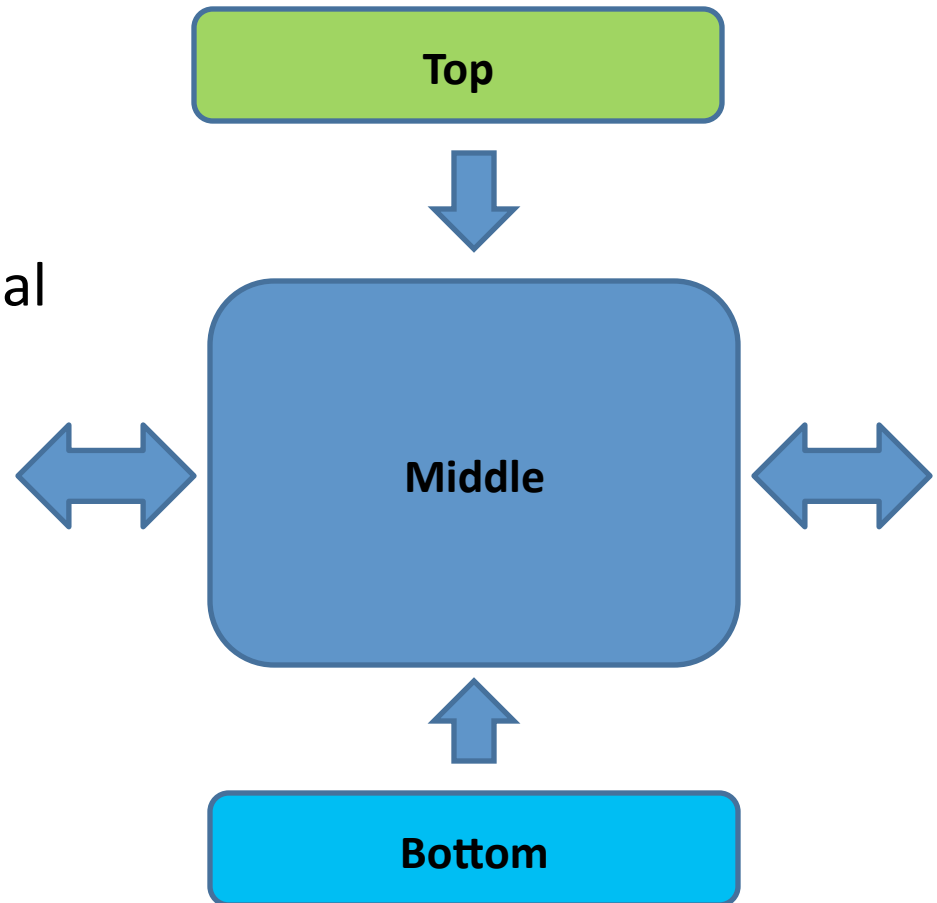
Learning Objectives

- **Discuss the role of public-sector middle managers in reform**
- **Explain the Empowerment-Inclusion matrix and how it helps understand types of middle-manager behavior**
- **Role play ways that middle managers and senior managers can work together for positive reform change**

Who are Middle Managers?

Research literature suggests that middle managers are:

- The center of the organization with pressures from the top and bottom.
- Rich repositories of organizational memory and expertise, the ins and outs of formal and informal organizational rules
- The grease in the wheels of an organization
- Gatekeepers or 'boundary spanners' between the internal and external organizational environments.



Tops, Middles, Bottom Model*

Tops (Shapers)

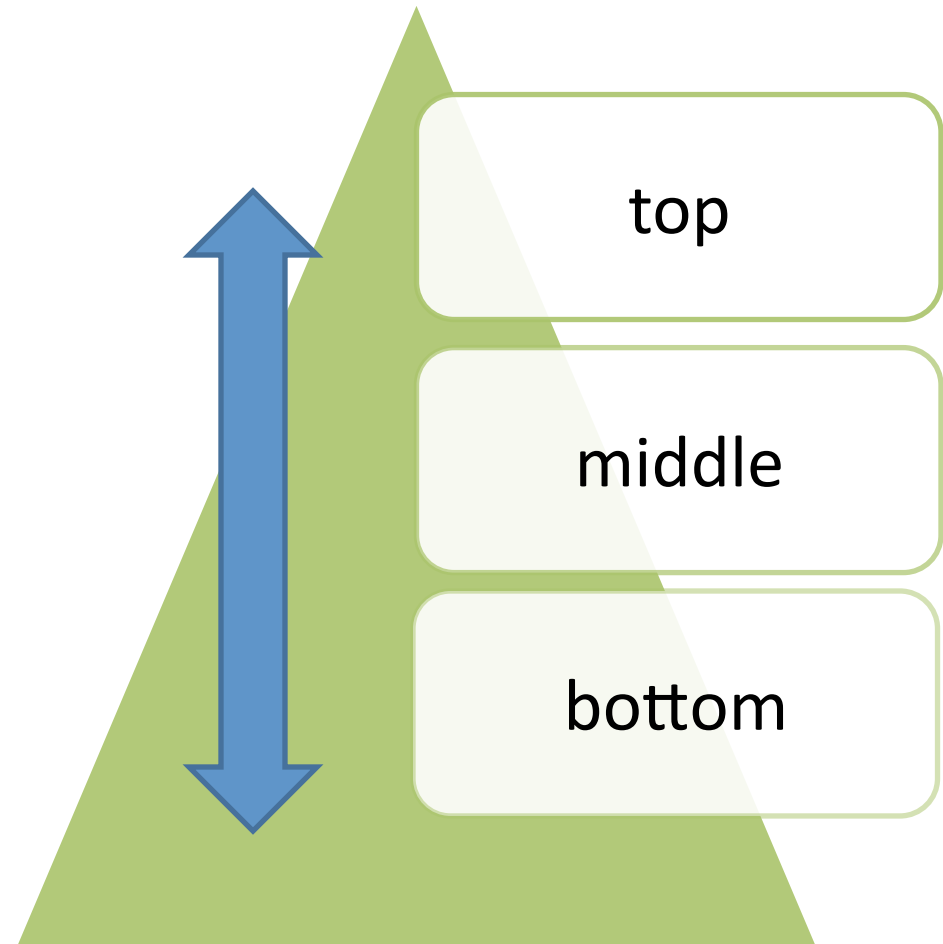
Feel burdened by unmanageable, fast-moving complexity and heavy responsibility for the system.

Middles (stuck)


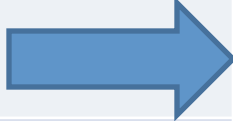


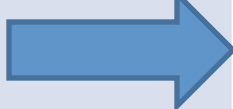
Feel torn between often conflicting needs – the priorities of those above them and those below them.

Bottoms (neglected)

Feel isolated, uninformed, unseen, uncared for by insensitive higher-ups.



What is the middle managers role in the bureaucratic, top-down organization vs. the networked, agile, flexible organization?

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What do you think?

- Based on your experience, what has been the role of middle managers in the reform process?
- Middle managers are sometimes the strongest internal opponents to change and sometimes referred to as a “LAYER OF CLAY” in the organization. What are the most common reasons for their resistance to change?

Middle Management Inclusion and Empowerment in the Reform Process

Empowerment	<i>Active</i>	I. Empowered & Committed, Part of Coalition	II. Resistant & Bureaucratic
	<i>Passive</i>	III. Compliant, No initiative	IV. Apathetic
		<i>Included</i>	<i>Excluded</i>

Inclusion in Strategy

Adapted from F.R. Wesley (1990)

Role Play – Frelaria

You are Thomas Masterson, Minister of Land and Agriculture, and one of the few leaders who are championing land reform in Frelaria. You are attempting to improve organization will and win over middle managers to support land reform. Show us how you might convince these types of middle managers:

The resistant middle manager

The apathetic middle manager

**The compliant middle manager with
no initiative**

Tapping into a Valuable Resource



What can be done to overcome resistance from middle managers?

How does one gain the support of middle managers?

The Role of Communication

- **Information sharing**
- **Participation**
- **Vision and motivation**
- **Social support**
- **Evaluation and feedback**

Lewis , L.K. and Seibold, D.R. (1998)

Gaining Support of Middle Managers Exercise

Tables 1&2 Middle Managers

Table 1

Resistant Bureaucratic

Table 2

Apathetic

Tables 3&4 Senior Managers

Table 3

Senior Managers

Table 4

Senior Managers

Working Together More Effectively

1. Participants at each table should create a list of five actions that will make joint work between senior managers and middle managers on the land reform more effective.
 - Senior Managers – What can we do to make our work with the middle managers more effective?
 - Middle Managers – How can middle managers work together to make their work with more effective? What do we need from the senior managers?
2. Participants from Tables 1 & 3 combine. Tables 2 & 4 combine.
 - Share your lists and explore similarities and differences.
 - Identify the top three things that you agree will help make your joint work on the land reform more effective.
3. Present the results to plenary and provide highlights/insights from your group discussions.

More Approaches to Consider....

- **Use Appreciative Inquiry (Barge)**
- **Engage in vision and strategic intent, and foster a sense of inclusion (Westley)**
- **Empower by providing support (Malinga)**
- **Change mindset through learning and joint inquiry (Forester)**
- **Employ dialogue and collaboration (Deetz)**
- **Build internal coalition through negotiation (Forester)**

Summary

- **Securing organizational will requires gaining the support of middle managers.**
- **Middle managers drive the reform process both internally and externally.**
- **Communication techniques are available to build the trust and support of middle managers in a change environment.**