



Fueling Transformation from the Middle



Conference theme: 'Igniting the Power of Purpose in Transformation'

Your facilitator



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(Organisational)**

Purpose of the session

- To open up a conversation on the role of the middle manager in change
- Explore a framework for contracting for change between organisational layers



Contracting

Suggested approach to optimise our time and build safety:

1. 'Shout out' for what you need; for example:
 - *Speak slower or louder,*
 - *Clarification and questions,*
2. Participate as feels comfortable for you
3. Preserve confidentiality and anonymity
4. Anything else?



Your thoughts on the Role of the Middle Manager in Change?

Any Questions?



Communication vs Dialogue: what comes to mind?

“Communication is the process by which information is transmitted from a source to a receiver through a channel.”

Shannon & Weaver (1949)

“Dialogue is a conversation in which participants suspend their assumptions and enter a genuine exploration of each other’s perspectives, allowing new understanding and shared meaning to emerge.”

Gervase R. Bushe, Dialogic Organization Development: The Theory and Practice of Transformational Change (2013)



Activity: working through a change experience

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1. Identify a recent work change experience

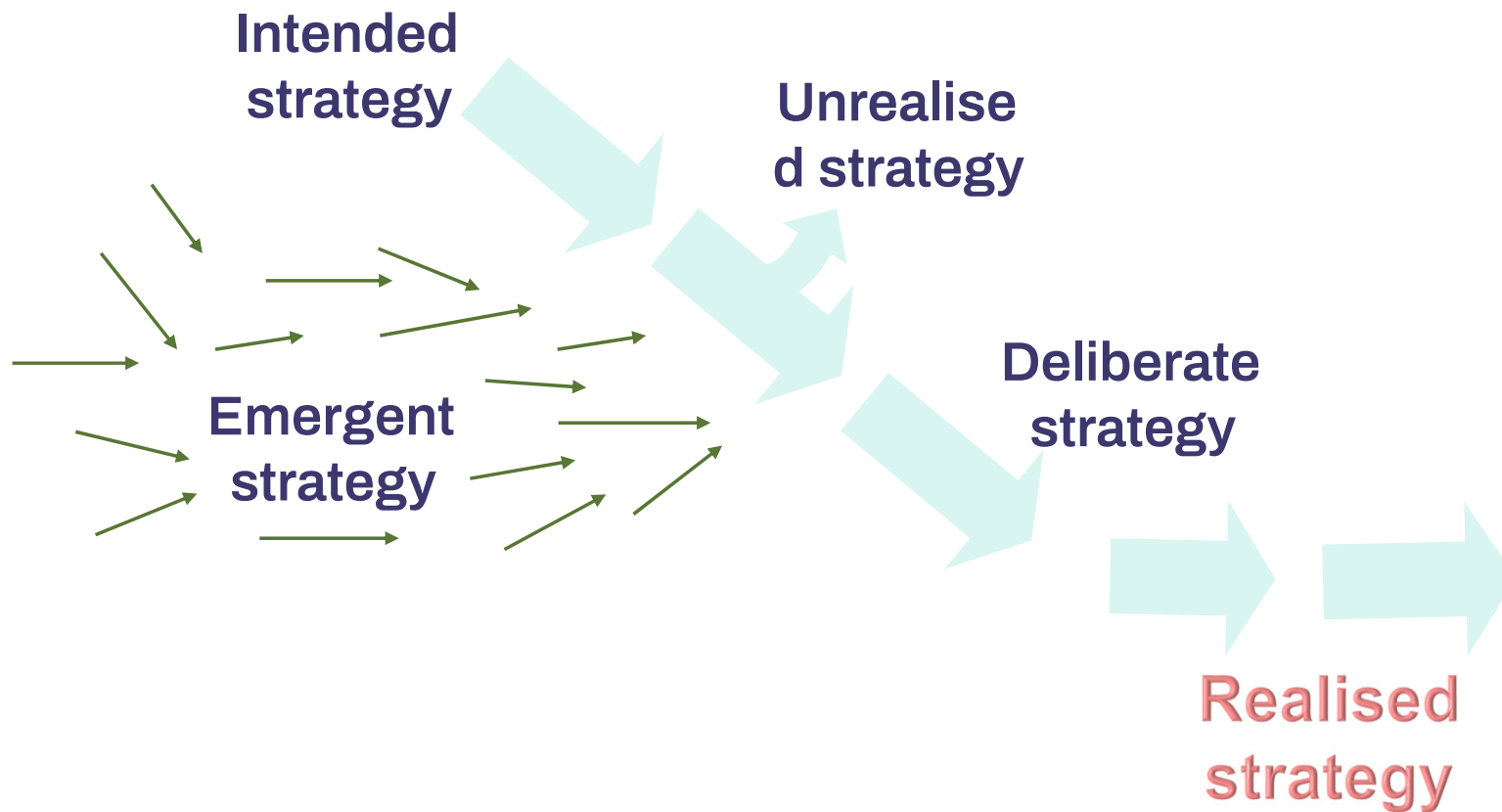
Chooses one to discuss as a group

What seems significant or any questions to share

2. How was this communicated at each layer:

1. *Upper*
2. *Middle*
3. *Lower*

Emergent change



Source: Mintzberg

Emergent change through Dialogue between layers



Source: Madeleine Laugeri, Emerging Change

The vision contract requires the senior leader to:

- Look across the organisation and beyond
- Identify and prioritise strategic objectives
- Ensure the organisation is set up to succeed

The mission contract requires the middle manager/leader to:

- Tell the story that motivates and builds energy for change
- Agree deliverables & discuss expectations
- Establish lines of communication – up, down, sideways

Implementation contract requires the team to:

- Clear roles and responsibilities
- Agreements around what to 'pass up' and what can be resolved in the team
- Skills for 'holding' each other to account



**Any further questions,
reflections or ‘take-
aways’...**

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