30RPS0RGHODGWUHGWRGHYHORSWKHURYHUR7KHKDYHDFKDOOHH7KHUHEDHOH
ROHGHEDHGDROHGHROWKHERWWRPURIRU303HUIRUPDFHODGGHUWKDWSD
ROHGHOODWWGHDGEHKDYRUDODWWUEWHFKDOHDGHURSWHUSHURDOOOFRPS H
WHEDGWKHOWPDWHUHOWGFDWRU303HUIRUPDFH

6RKDWGRRGRWKWKHRWFRPH RID30RPSHWHEHPHWRHWDEOKD30RPSHWHE
HYHORSPHW3ODWKDWWRSURUWHGEWKHUR RPHDUHPRUHSRUWDWWKDWKHUPSDFWRI
WKHFRPSHWHEDSDGUHSROWHIRUDWHDFKOHDUHUWRIOOWKHDSWKROGREHFOHDU
K WKHH)RU2SSRUWWH DUHRPHKDWHTEFH,IRFGWKHOHDUHURIWRW7 *Yet Another Worthless Training*LWPDDSSHDUWKDWWKHFRPSHWHQFHGHYHORSPHQWSURFHVVLVODZHGQWKHRWKHU
KDQHIIHFWLYHDQWDUJHWHGWUDLQQJGRHVSOODNHUROHLQFRPSHWHQFHGHYHORSPHQWRU
WDQWKRXJKWKDWHYHQHIIHFWLYHWUDLQQJPHUHOSODQWVWKHVHHGVWKHWUXHOHDUQQJDQGGHYHORSPHQW
KDSSHQQWKHVXSRUWLYHZRUNSODFHHQYLURQPHQW

3. Focus on the Managers in the Middle

RP RUIIRKYFRFUG RLPSURYLKLU3IIFLYIRURYUUGP
RIKP FPUK LU KYPMRULRIRULLRKYRLGKU
RSSRULLIRUPLYLPSURYPKFROGEPLL" KUUYUOIFRUK PR
EREYLR ROO2 FKIFRU LKUIFLYRI *Managers in the Middle*SLFDOOWKRVHLQWKH
UDQJHEHWZHHQWZROHYHOVIURPWKHSURMHFWPDQDJHUDQWHDPPHPEHUVDQWZROHYHOVGRZQIURPWKH
WRS(IHFXWLYHV(H)LJXUHRQWKHIROORZLQJSDJHIRUDQRUJDQLJDWLRQFKDUWVHJPHQWVKRZLQ *Managers in the Middle* LQPHGLXPVLJHGRUJDQLJDWLRQ

,QDUJHRUJDQLJDWLRQWKHVHPDQDJHUVDUHWKHRQHVZKRHISODLQWUDQVODWHZKHUHQHHGHGDQGVXSSRUW
(IHFXWLYHYLVLRQDQGVWUDWHJWKHHQEOHRQLQRSHUDWLRQVZLOOHGHDOLQJZLWKWKHLQWHJUDWLRQRISUR
MHFWGULYHQFKDQJHEHFRPPHQFDWHSDUGWKHSURMHFWWHDPVWKH\UHDFKHDQIOXHQFHGFRPSHWHQFHFR
ODERUDWHDQFRPPXQFDWHZLWKRWKHUPDQDJHUVDFURVVWKHRUJDQLJDWLRQVLJHFRPSHWLQRSHUDWLRQV
DQSURMHFWDFWLYLWLHVWKHDQGHPRQVWUDWHWKHODWLQEHHILWVRIHFFHVVSURMHFWDQSURJUDPV
HIIRUWVKHDUHWKHGLIIHUHQWLDWLQDGYDQWDJHIRUWKHLURUJDQLJDWLRQLQHWKHUFRPPHUFLDORU
WDOKHLQUIUHWKHLUSURMHFWWHDPGHPRQVWUDWHGYLVLRQUOHDGHUVKLSDQGHIHFWLYHWRD
DVSSHDUWREHEULOOLDQW

***Or, they don't! In* some** FRPSDQLHVWKHWRSPDQDJHPHQWWHDPVHOGRPKDVWLPHWRIROORZWKHSURMHFWVDQGFRPPXQLFDWHZLWKWKHPLGGOHPDQDJHUVDQGSURMHFWPDQDJHUVHIIHFWLYHO\ ... *ers in the Middle*
DQZKLFKDUHWKHNLOOQOLJKWRIPDQDJHULDOSURMHFWHIIHFWLYHQHVV

:H URMHFW(SHUWRXFRQVXOWLQFRPSDQ SHUIRUPRUJDQLJDWLRQDODVVHVVPHQWVSURMHFWDQSURJUDP
PDQJHPHQWDVSDUWRIPHWKRGRORJLPSURYHPHQWRUPXOWLQLYLGXDOFRPSHWHQFHGHYHORSPHQW
:HRIWHQILQ WKDWRXOLPLWLQJIDFWRULQQLYLGXDOSHUIRUPDQFHLVWKHUHODWLYHKHDOWKRIWKHHQ
ZWKLQZKLFKWKDWLQLYLGXDORSHUDWHVDUHPHGLDWLRQRIWHQLQFOXGHVDFRPELQDWLRQRI(IHFXWLYHDQ
0DQDJHPHQWDZDUHQHVVWRJHWKHUZLWKLQLYLGXDOFRDFKLQJRIFHUWDLQRIWKHOHDGHUV *Managers in the Middle* 2FRXUVH WKLVWSHRIUHPHGLDWLRQQRWWKHWRSSULRULWRIWKHHYHUEDQLPSRUWDQWSHR
SOH

Case Study: Twenty years ago, we worked in an organi ational effectiveness initiative at a major oil company This was a far reaching PM Performance Improvement Project, and we stated to the C O that the type of organi ation cultural transformation needed would re uire *one year for each level* *EHWZHHQWKH (IHFXWLYHWHDQWKHLQLYLGXDOSURMHFWWHDPPHPEHUVLQWKLVFDVHDPDOHWDUWHGFRQWLQRQLV*