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# The Mid-Manager's Playbook

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## Today's Objectives:

- Cover tips and strategies to add to your “playbook”.
- Instill confidence in your leadership.
- Discuss various strategies for effectiveness.



# Strategies for managing up, down, and around the University



Mid-managers are uniquely positioned as key strategic actors in their organization. Mid-managers translate strategy into action and results.



# Transformational mid-management





# Transformational Mid-managers

- Lead from within rather than the front
- Promote responsibility among followers by providing higher levels of empowerment in enterprises
- Being unconcerned with power
- Communicating often and clearly and monitoring the messages sent out



# Transformational Mid-managers

- Working with people at all stages in implementing new programs and ideas
- Being committed to instilling a sense of “belongingness” in employees; and
- Achieving credibility through honesty, competence, and forward-looking and intelligent behavior.



# Importance of Effective Leadership and Followership

- The art of leading while being led





# Anticipation and Forward-Thinking



# Jeff De Cagna's Model of embracing strategy as learning



EXAMINE: What beliefs/ways of doing business are preventing your association from thriving in the years ahead?



EMPATHIZE: What short-term problems, intermediate-term needs and long-term outcomes must association stakeholders address to thrive in the years ahead?



EXPLORE: What distinctive solutions, services and support can your association co-create with its stakeholders to help them (the stakeholders) thrive in the years ahead?





EXCHANGE: What assets/resources can association stakeholders and their networks contribute to value creation?

And Finally, EXPERIMENTATION (De Cagna, 2017)



# Importance of being a People Person



# Talent Acquisition



# Strong Supervision



- Select well-suited staff members
- Set realistic expectations and goals
- Motivate staff to work to their full potential
- Provide opportunities for staff development





# Professional Development



- Using the NASPA Competencies
- Engagement without funding/low cost
- Using existing resources



# Idea Sharing



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See you in Los Angeles in 2019!