



The Critical Role of Mid-Manager: Translating What Matters





Learning Objectives

- Explore and discuss the role of Mid-Manager
- Discuss Mid-Manager's role as Influencer and Translator
- Determine your Credibility Quotient
- Explore ideas for improving your Credibility Quotient



ABC Exercise Rules

If "A" wants to send a message to "C" or "D" or "E" it must be addressed as follows-

To: "B"

From: A

Please give this message to "C" or "D" or "E" (not all 3)
(Insert message)

"B" can re-assign and send messages to "C" or "D" or "E" but it must be addressed as follows-

To: "C" or "D" or "E"

From: B

This message is from "A"
(Insert message)



If "C" or "D" or "E" wants to communicate w/ "A" it must be addressed as follows-

To: "B"

From: "C" or "D" or "E"

Please pass this to "A"
(Insert message)

If "C" or "D" or "E" wants to communicate w/ one another it must be addressed as follows and sent through "B"

To: "B"

From: "C" please pass to "D" or "E"
(Insert message)



ABC Exercise: Debrief

1. How did you ***feel*** in position C, D, and E? B? A? *AND* what ***strategy*** did you employ?
2. What did you learn about the importance of:

Goal clarity?

Leadership?

Communication Up? Down?

Across?

Accountability?

Managing up?

Delegation?

Feedback?

3. How does this exercise mirror the workplace?





Discussion

- Critical Role of Mid-Manager
- Mid-Manager as Influencer and Translator
- What If I Don't Have the Power to Decide? (*The Decision Makers Dilemma*)





3 Components of Credibility



Expertise



Relationship



Results



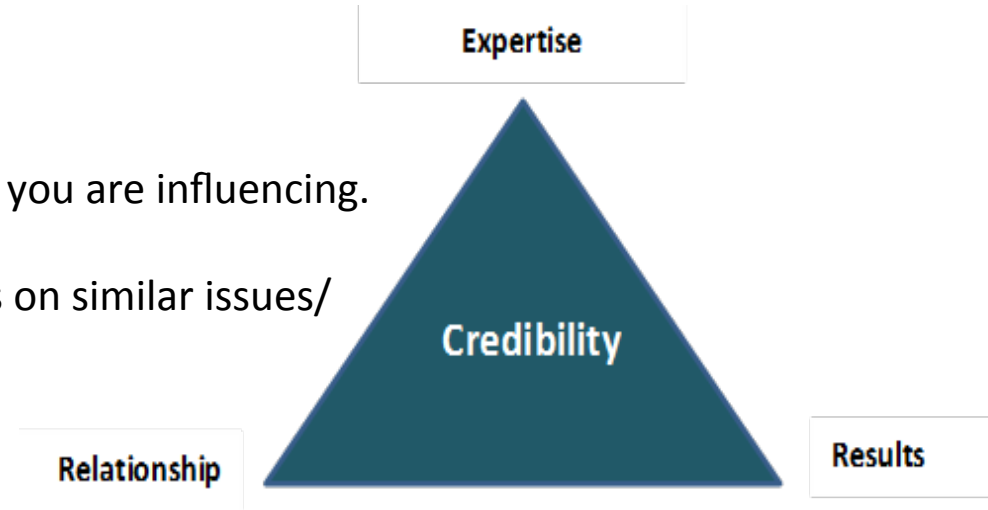
3 Components of Credibility

Component #1 -- Expertise:

1. Your overall knowledge about the issue you are influencing.
2. Your track record of accurate judgments on similar issues/ initiatives in the past.

Component #2 -- Relationship:

1. You help one another out in mutually beneficial ways.
2. You are seen as having integrity.
3. Their experience of you aligns with their definition of relationship.
4. You are emotionally in sync with them on issues like this one.

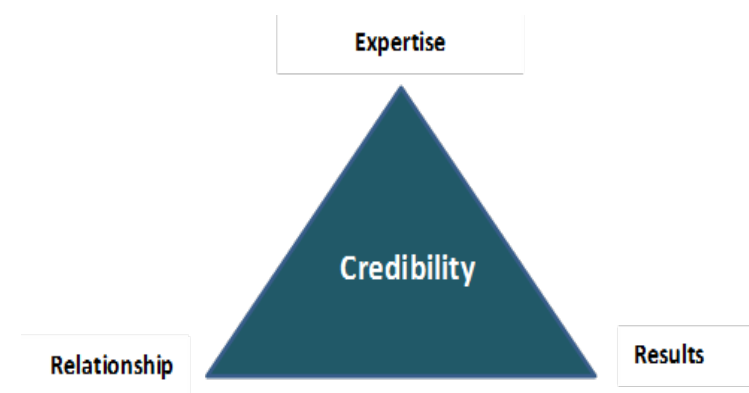




3 Components of Credibility

Component #3 -- Results:

1. You are perceived as responding to requests with urgency.
2. You are perceived as delivering requests on time.
3. The results you provide consistently meet or exceed expectations.
4. When something does not go as planned, you are perceived as being someone who takes ownership of the problem.
5. You are perceived as being someone who brings solutions not problems.





Exercise: Credibility Self Assessment

Think of all the individuals you will need to influence. Write down their names.

On a scale of 1-5 (1 = weak in that dimension, 5 = strong in that dimension), rate your opinion on how they perceive your expertise and relationship relative to this conversation.

Name	Expertise	Relationship	Results



The Critical Role of Mid-Manager: Translating What Matters

