

# Caught in the Middle:

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Challenges and Opportunities for  
Mid-Level Managers

# Presenters



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# Game Plan

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Exploration: Manager

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Management vs. Leadership

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How to Build & Sustain Effective & Happy Teams

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Tools & Professional Development Resources

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# Exploration: Manager

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# Roles

- Expediter / task-master
- Arbiter / referee / facilitator
- Change agent
- Red-tape smasher
- Mentor / coach
- Cheerleader

# Change in Mind-Shift

- Previously judged on individual performance
- Now judged on team performance



# Balancing Act

- Provide structure yet be flexible
- Needs of upper management and staff
- Needs of institution and client
- Golden rule vs platinum rule



# Airplane Oxygen Mask Rule





# Determining Your Leadership Style

	A	B	C	D	Answer
<b>Decisions &amp; changes</b>	I make quick decisions – there's no need to confer.	Ideas & suggestions from my team are welcomed on any decisions I make.	Team members are encouraged to be part of the decision-making process.	Decisions are based on what our policies and procedures say alone.	
<b>Feedback</b>	I don't expect staff to criticize processes and methods of work.	I will listen to feedback and trust the team with any suggestions.	I encourage feedback and work with my team on solutions.	There's no need for feedback. Faults should be brought to my attention via the agreed procedure.	
<b>Communication</b>	Employees should know what they are doing. I tell my team what they need to know to get the job done.	I share what is going on in the practice, and the team should research and question information.	I consult with the whole team regularly and use various methods to communicate with the team.	I release updates to the team in a scheduled manner.	
<b>Performance</b>	I ensure tasks get done myself and my team should meet high levels of performance.	I encourage the team to work in their own style. Individual styles promote good performance.	I agree on targets and objectives with individuals and expect a degree of self-inspection.	I expect employees to work uniformly and rewards members for following rules.	
<b>Supervision</b>	I supervise and monitor all aspects of my team's roles.	I trust my team to perform.	Employees are guided on how to perform.	Policies, rules and procedures strictly adhered to and policed.	
<b>Behavior</b>	Poor conduct is quickly and strictly managed and is actively monitored.	I trust my team to be professional. I do not monitor behavior.	I agree on expectations with the team and deal with them when they are not met.	I use a policy/framework to decide who meets company standards and what actions are necessary.	

# Authoritarian, Autocratic Leadership

Decision-making solely resides with leader, usually without consultation

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- Company moves in quick pace
- Effective for teams that require you to be hands-on

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- Lack of flexibility
- Poor-morale

# Laissez Faire Leadership

Hands-off style

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- Great with experienced teams

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- Ineffective for unfocused, unmotivated teams
- Lack of accountability

# Democratic, Participative Leadership

Decision-making involves all team members, in terms of input given.

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- Group feedback = decreased risk
- Encourages engagement and grows teams

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- Slows down processes: *time-consuming*

# Bureaucratic Leadership

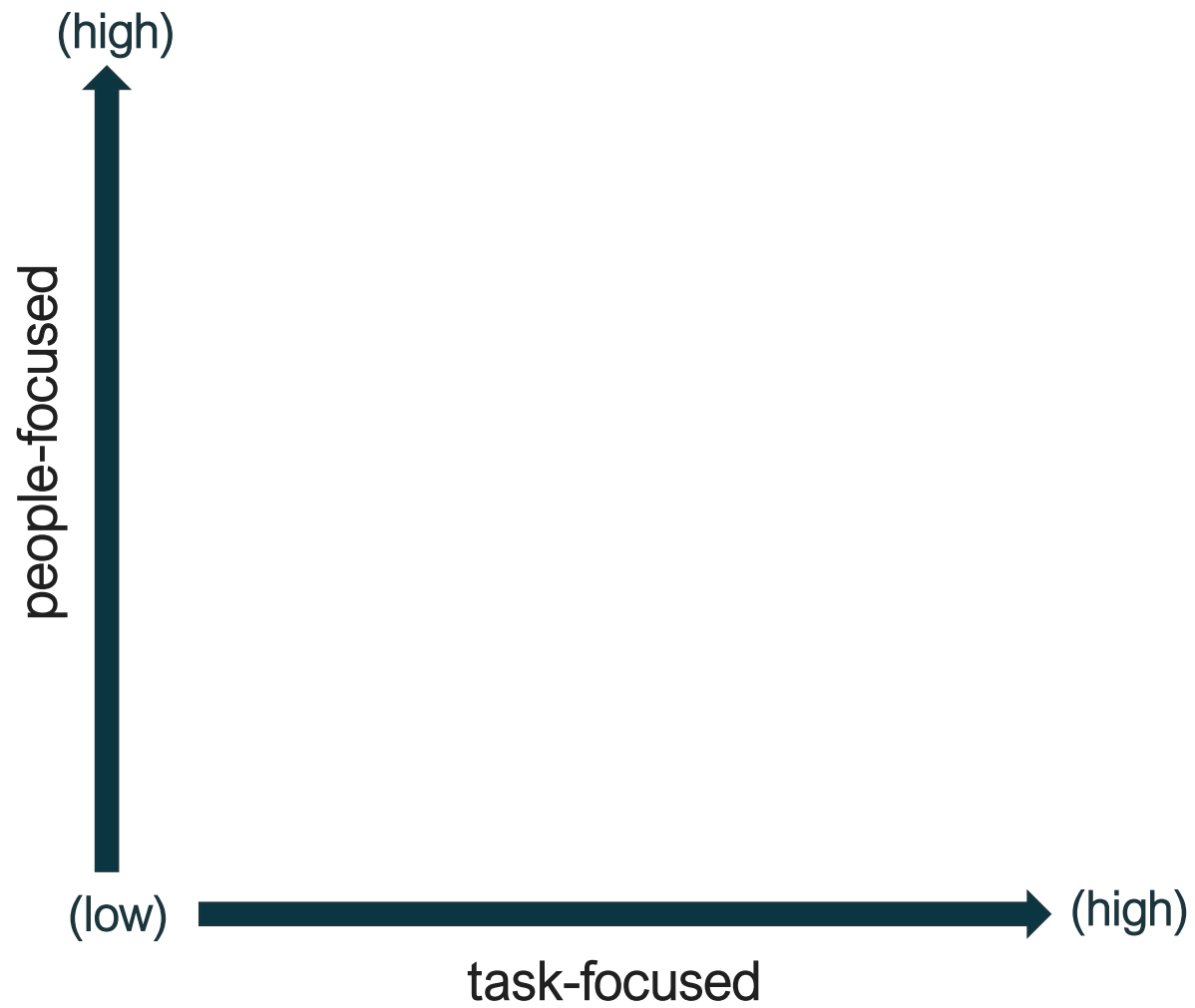
Rules and regulations-focused

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- Ensures safety and quality
- Minimalizes favoritism

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- Inflexible
- Discourages productivity



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# Management vs. Leadership

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# The Debate Continues....

- Counting Value vs. Creating Value
- Circles of Influence vs. Circles of Power
- Leading People vs. Managing Work



# What is Management?



- Planning
- Budgeting
- Structuring
- Staffing
- Measuring Performance
- Consistent
- Processes

**LEVELS OF MANAGEMENT**

# What is Leadership?



“Process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task.”

# Leadership Competencies

## PERCENTAGE OF RESPONDENTS



- Strong Ethics & Safety
- Self-Organizing
- Efficient Learning
- Nurtures Growth
- Connection & Belonging

# Leadership Challenge – Practices & Commitments

## **Model the Way**

- Clarify values, find voice, affirm shared values
- Align actions with shared values



## **Inspire a Shared Vision**

- Imagine exciting, enabling possibilities for future
- Appeal to shared aspirations to enlist others

## **Challenge the Process**

- Seize the initiative, look for outward opportunities for innovative ways to improve
- Experiment, take risks, and generate small wins and learning opportunities

# Leadership Challenge – Practices & Commitments

## **Enable Others to Act**

- Foster collaboration, build trust and facilitate relationship building
- Strengthen others, increase self-determination and competence building

## **Encourage the Heart**

- Recognize contributions, show appreciation for individual excellence
- Celebrate values, victories, create spirit of community



# Motivation 101

- Autonomy
- Mastery
- Purpose
- Flow



“Without sovereignty over our time, it’s nearly impossible to have autonomy of our lives.” - Pink

# Lead By Example – Be a Giver

- Strength in interdependence
- Considers group needs
- More questions / Less answers
- Consider potential responsibility bias and perspectives gap
- Empower others





# At The End of the Day...

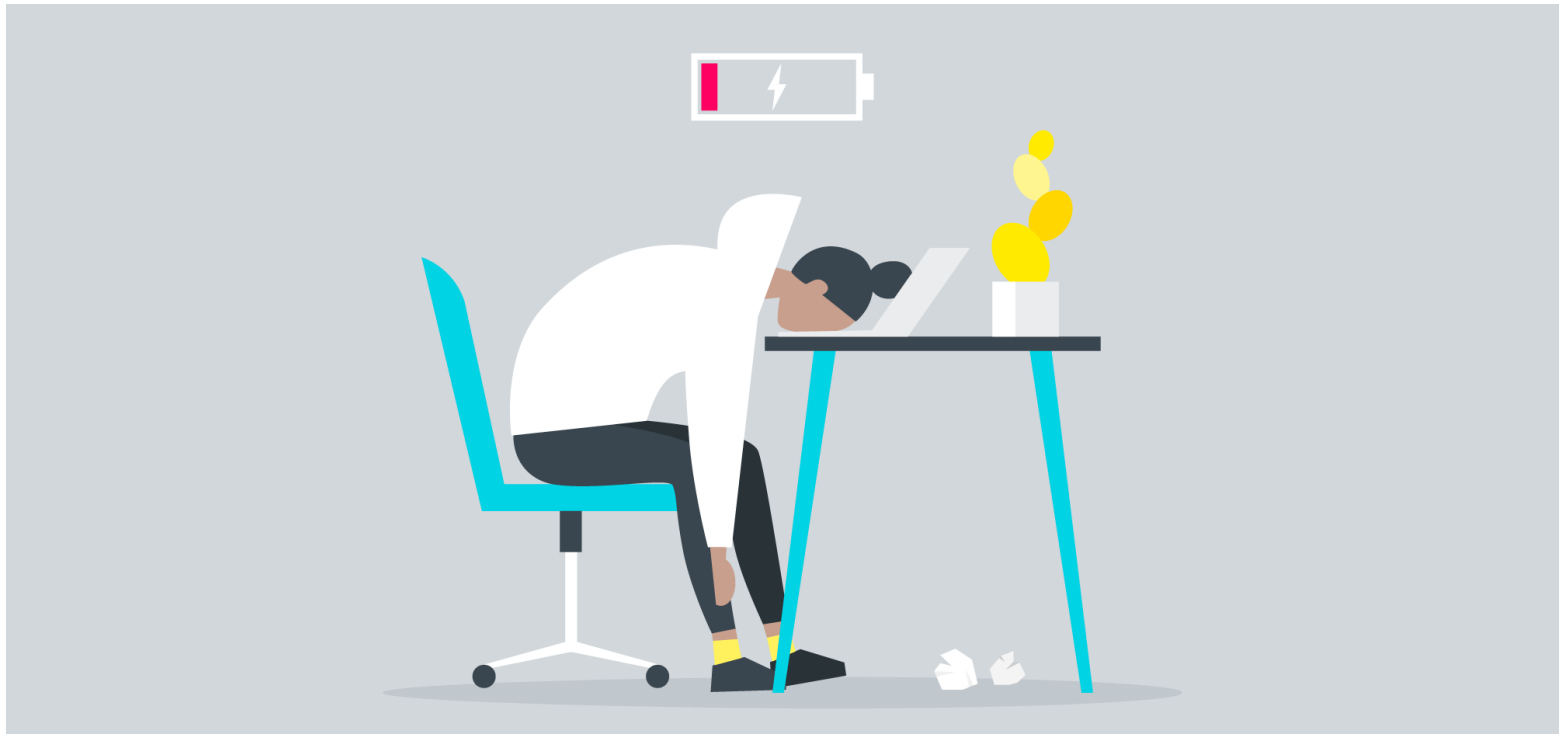


- Clarify your values
- Set the example
- Envision the future
- Enlist others
- Search for opportunities
- Experiment and take risks
- Foster collaboration
- Strengthen others
- Recognize contributions
- Celebrate the values and victories

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# How to Build & Sustain Effective & Happy Teams

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**Burnout:** A state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. It occurs when you feel overwhelmed, emotionally drained, and unable to meet constant demands.

# How to Spot Burnout

- Increased absenteeism or lateness
- Decreased productivity or quality of work in a former superstar
- Changes in personality, such as frustration or short-tempered behavior
- Disengagement in a previously energized employee



# Burnout: Possible Causes

- Lack of control
- Unclear job expectations
- Dysfunctional workplace dynamics
- Extreme of activity
- Lack of social support
- Work-life imbalance



# So... how do we prevent it?

Ask me what I think

Tell me what you expect of me

Say something positive about my work

Share information that will help me

# Staff Retention: A Case Study

## **Problem:**

- Staff retention was ~6-9 months
- Low morale
- Stagnant wages

## **Solution:**

- What can I control as a manager?
  - Morale: “Kudos & Complaints”, weekly emails, donuts (works wonders!), strategic planning
  - Work environment: Remote days, team leads
  - Retention improved greatly: ~3+ years

# What have you done as a manager to:

- Boost Morale
- Increase Retention
- Motivate your Team





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# Tools & Professional Development Resources

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# Leadership

- The Leadership Challenge – How to Make Extraordinary Things Happen in Organizations - Kouzes / Posner
- Give and Take – a Revolutionary Approach to Success – Adam Grant
- Drive – The Surprising Truth about What Motivates Us – Daniel Pink
- The Power Of Habit – Why We Do What We Do In Life and Business – Charles Cuhigg
- Good to Great – Jim Collins
- HBR: Three Differences Between Managers and Leaders
- HBR: The Most Important Leadership Competencies According to Leaders Around the World
- HBR: Management is Still Not Leadership
- HBR: The New Science of Building Great Teams
- NIH: Collaboration & Team Science: A Field Guide – Bennett, Levine-Finley, and Gadlin
- NPR: The Hidden Brain - Deep Thinking – Shankar Vedantam
- Image – Levels of Management [www.managementstudyguide.com](http://www.managementstudyguide.com)
- Image – Leadership Skills - [www.ccl.org](http://www.ccl.org)

# Stress Management

[Aura](https://www.aurahealth.io/) (<https://www.aurahealth.io/>)

A great meditation app for your work schedule. It features daily micro-meditation sessions that last exactly three minutes. These short audio sessions are purposed to help users relieve anxiety and stress. They take advantage of an effective, advanced, and yet simple meditation platform.

[Personal Zen](https://personalzen.com/) (<https://personalzen.com/>)

This app was made by a neuroscience researcher to create games backed by research on anxiety reduction and resilience development. Track your progress and build a happier and less stressed outlook in just a few minutes a day of gameplay.

# Time Management

## [Rescue Time](https://rescuetime.com) ([rescuetime.com](https://rescuetime.com))

This app helps you track and understand your daily habits, so you can focus and be more productive.

## [Todoist](https://todoist.com) ([todoist.com](https://todoist.com))

A multi-platform planner for task management. The premium version integrates with Dropbox, Slack and other services.

## [OneNote](https://onenote.com) ([onenote.com](https://onenote.com)) and [Evernote](https://evernote.com) ([evernote.com](https://evernote.com))

Note-taking apps. OneNote links to MS products. EverNote is big in the Apple world and links nicely with Office products as well.

## [Asian Efficiency](https://asianefficiency.com) ([asianefficiency.com](https://asianefficiency.com))

A website with productivity tools, including blogs and podcasts (called the Productivity Show).

# **The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations**

Sixth Edition (2017)

James M. Kouzes

Barry Z. Posner

## **Model the Way**

- Behavioral Integrity
- Set the Example
- Clarify Values
- Align Actions with Shared Values

## **Inspire a Shared Vision**

- Envision the Future
- Enable Future Possibilities
- Appeal to Shared Aspirations
- Make a Case for Commitment

## **Challenge the Process**

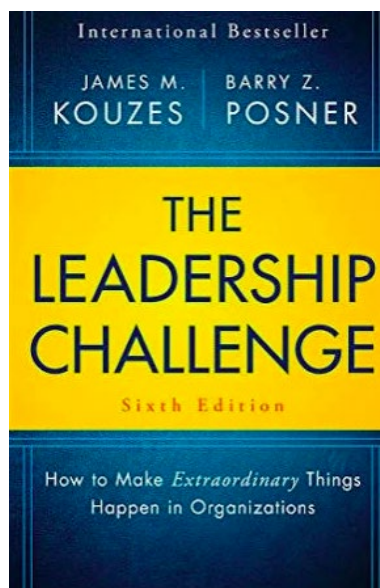
- Seize the Initiative
- Challenge with Purpose
- Experiment and Take Risks
- Generate Small Wins / Learning Opportunities

## **Enable Others to Act**

- Invest in Trust
- Foster Collaboration
- Encourage Durable Interactions
- Strengthen Others / Build Competencies

## **Encourage the Heart**

- Recognize Contributions
- Expect the Best
- Celebrate Values and Victories
- Create a Spirit of Community



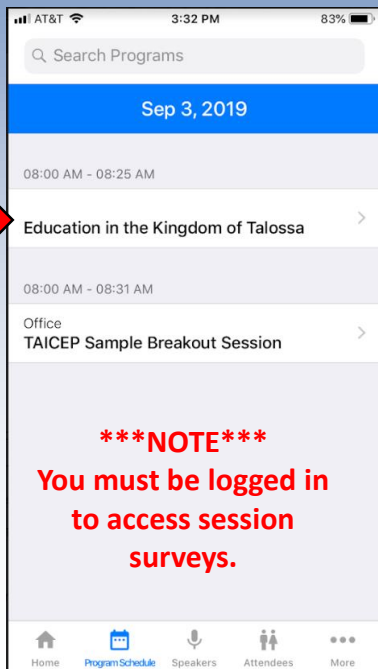
# Please Complete a Session Survey

Open Session Details in  
the Website or Mobile App  
Schedule

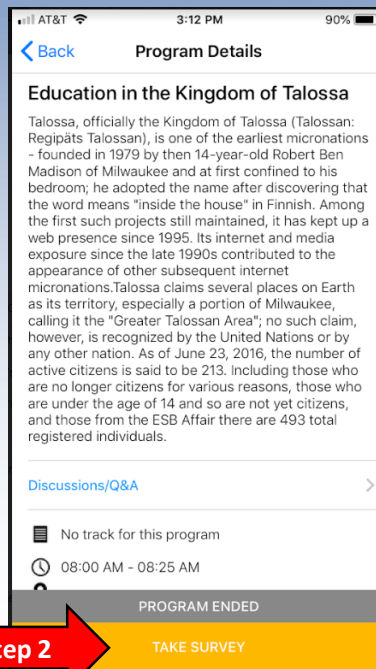
“Take Survey” Button  
Available 10 Minutes  
Before Session Ends

“Submit” (Then... go find  
coffee!)

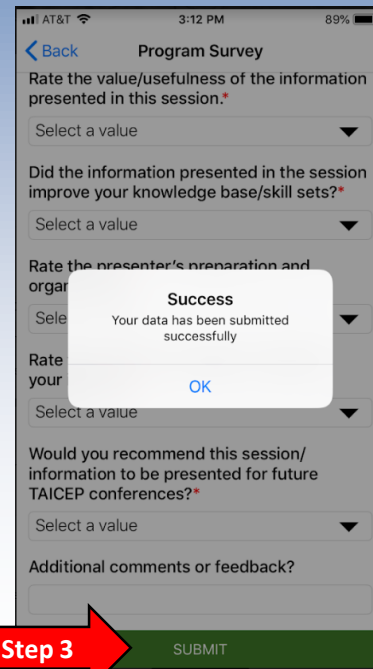
Step 1



Step 2



Step 3



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Thank You!

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