



John Gregory Vincent

Create a middle management team!!!!

How much time do we spend developing and growing your middle managers? The U.S. Navy developed the ultimate middle manager, the Chief Petty Officer. Capable of briefing the Admiral at 1000, reviewing a voyage plan with their division at noon and holding formal counseling for a troubled Sailor at 1600. The only people consistently capable of conversations at every level of their organization. They were the GLUE that helped high functioning commands succeed. Got Chiefs?

No need to move in together.....

Not suggesting you lock your middle managers in a broom closet for 6 months to simulate underway submarine conditions but I am suggesting you take a page out of the Navy playbook and closely examine your middle managers and work towards elevating their status and their scope in your organization. To do so will be your quickest and most cost effective way to a clear competitive edge. When you middle managers are engaged in both your strategic (leadership) and your tactical (management) functions you get a view from a place nobody else in your organization has. In touch with your workforce daily and also in touch with executive leadership (in a well run organization) on a regular basis. They are the ONLY central pulse point of an organization. Show me an organization with executives working till 10PM when everyone else is walking at 6PM and I'll show you an organization with either poor middle managers, no middle managers or poorly functioning middle managers Show me a company with extremely high turnover and I'll show you a company with weak or poorly functioning middle management. We already have the seeds of these "Chiefs" amongst us. Want to see one on your hospital staff go bark at a full up round head nurse and see how that goes, say hi Chief. I could provide examples for every industry but my sister in law is the head nurse in the ER at a hospital in GA and she is one TOUGH lady.

In order to really create this powerful competitive edge we must get these middle managers to form a team unto themselves. Not just each on top of their own stovepipe, a collective team that shares thoughts ideas and helps solve problems collectively so YOU CAN GO HOME BEFORE midnight. This is simple, yet critical phase of fully developing your middle managers. Do you and does everyone else give the collective recognition to this backbone of your operation? Or perhaps a better question would be, would you when they become the backbone? Support and commitment from the top is a critical need in this area. Yes that support and commitment comes with a piece of paper attached. On it is stamped "ACCOUNTABILITY". Do you hold your middle managers accountable for being this pulse point, or again can you when they are?

Could go on and on but know this. Here is an absolute truth based on years of exposure to many organizations and companies. The BEST have solid middle management those heading up are committed to getting their middle managers to where they need to be and the rest that do not value middle management are and always will be doomed to inconsistent performance and significant personnel and customer issues.

I'll close the way I started.

How much time to do spend developing and growing your middle managers?

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