

# CONTENTS

- 01 Life in the middle 1**
  - What is the reality of life in the middle? 4
  - A positive view of middle management 6
  - Power and influence 10
  - All of you 13
  - Establish your goals and objectives 15
  - Development tool: Defining your goals 16
  
- 02 Life above and below 19**
  - Strategic drivers at the top 21
  - Interpersonal dynamics 22
  - Personal motivations 25
  - What do those at lower levels need from you? 27
  - Understanding the perspectives of those around you 33
  - Process tool: Perspectives 34
  
- 03 Managing work pressures in the middle 37**
  - Demands in the middle 38
  - Resource pressures in the middle 42
  - Control in the middle 43
  - Pressure in the middle: coping mechanisms 48
  
- 04 Mid-level career development 61**
  - Career anchors 62
  - Looking out and across 68
  - Connecting through networking 70
  - Creating lateral futures 73
  - Career resilience 74
  - Wellbeing and career development 76
  - Process tool: Structuring your career development 77

Supporting others to develop their career in the middle 81  
Career development: the need to influence outwards 82

**05 Getting the best out of your team 83**

Teams – getting the basics right 84  
Team resilience and wellbeing 87  
Managing the pressure climate 96  
Wellbeing and performance 97  
Team development 100  
Guidance tool: Team confidence builder 105

**06 Influencing and working with your peers 109**

Peer influencing and networking 110  
Learning from your peers 113  
Better understanding and influencing distributed  
decision making 116  
Peer support networks 123  
Improving the way you work with your peers 128

**07 Managing upwards 131**

Difficult upwards relationships 132  
Managing demands from above 139  
Developing a true partnership with your boss 144  
Managing a range of senior stakeholders 146

**08 Lifestyle management 149**

The impact of work on life and life on work 150  
Maintaining your health and wellbeing 157

**09 Becoming an outstanding middle manager 169**

Converting goals into actions 172  
The ultimate middle management challenge 177  
Developing middle managers 178  
So be outstanding 181

*References* 183

*Index* 195