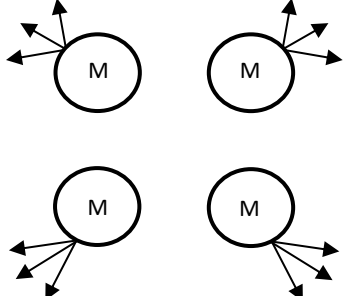
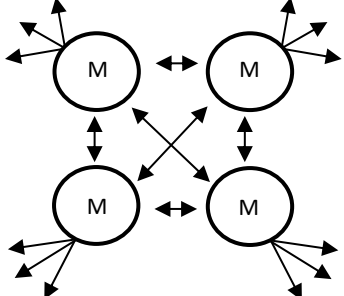


Creating Powerful Middle Teams

- Believe it is possible
- Create a compelling collective mission for yourselves (what can this middle team do that has never been done before?)
- Get past the myths of alienation
- Support one another in pursuing the group's mission
- Break Bread Together
- Support one another in pursuing personal projects
- Create regular meetings and processes for sharing information, supporting one another and coaching one another
- Treat these meetings and processes as sacred commitments

When Middles Are <i>Dis-Integrated</i>	Middles as an <i>Integrated</i> Unit of Performance
They are alone, unsupported.	They have a supportive peer group.
They are uninformed, easily surprised.	They are highly informed through regular sharing of information.
They are focused on their group's needs.	They are focused on what their group needs <u>and</u> on what the system needs.
They are seen by Frontline as weak, uninformed, fractionated.	They are seen as having the goods, being consistent, fair, coordinated, and providing strong leadership.
Top is responsible for system integration.	Middles handle system integration. Top is freed up to do Top business.
Complaints can sound like: <ul style="list-style-type: none"> ▪ Can't get initiatives down through the Middles. ▪ Don't get consistent information from Middles. 	Middles identify and work on needed initiatives and then move them into the system together.
	

*From: Barry Oshry's Seeing Systems (2007)