



**Middle Managers  
are the  
Life Source  
of the  
Organization**



*"A lot of things that I like to do creatively, I cannot do it somehow. Because I'm so much involved in the day-to-day operations that I have a lot of ideas in my mind that I'm not able to execute."*





*"We are so pressed with our customer service and our customers in front of us. We forget about our internal customers. It's all about our external customers so a lot of stuff gets thrown to the side because it doesn't take priority when it really should."*

# Problem Statement

- ❑ Middle managers are not afforded an agile environment to build teams and develop skills to foster innovation
- ❑ Middle managers hold accelerating responsibilities and are pulled in multiple directions
- ❑ Effects: Reduced employee engagement, retention, and morale; and compromised public service



# Unsustainable

- ❑ Increased workload
- ❑ Staffing shortages
- ❑ No decision involvement
- ❑ Rigid systems
- ❑ Leadership increased retirement rates
- ❑ Ill-prepared middle managers



# Urgency

## NO Middle Management Support

- ❑ Innovative ideas and processes
- ❑ Employee retention and morale

## INVEST in Middle Management

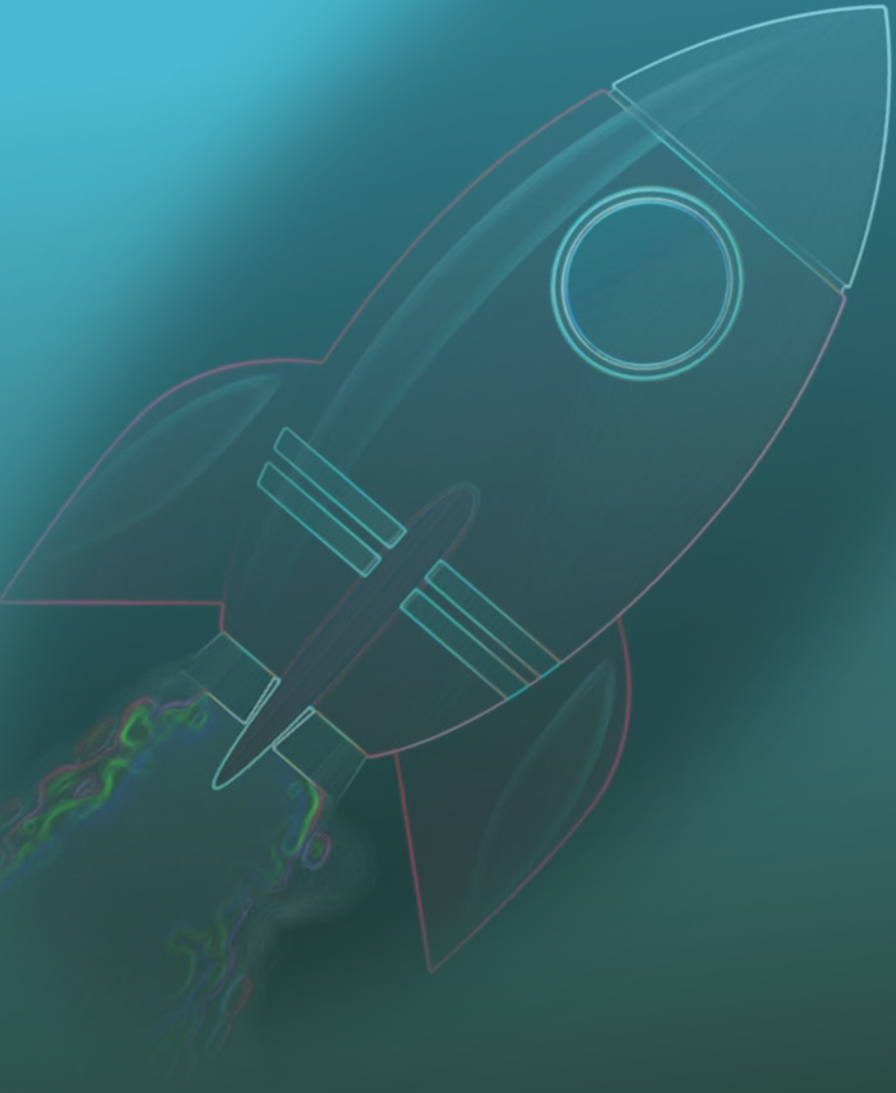
- ❑ Agile workforce
- ❑ Innovation and collaboration
- ❑ Talent management
- ❑ Improved public service



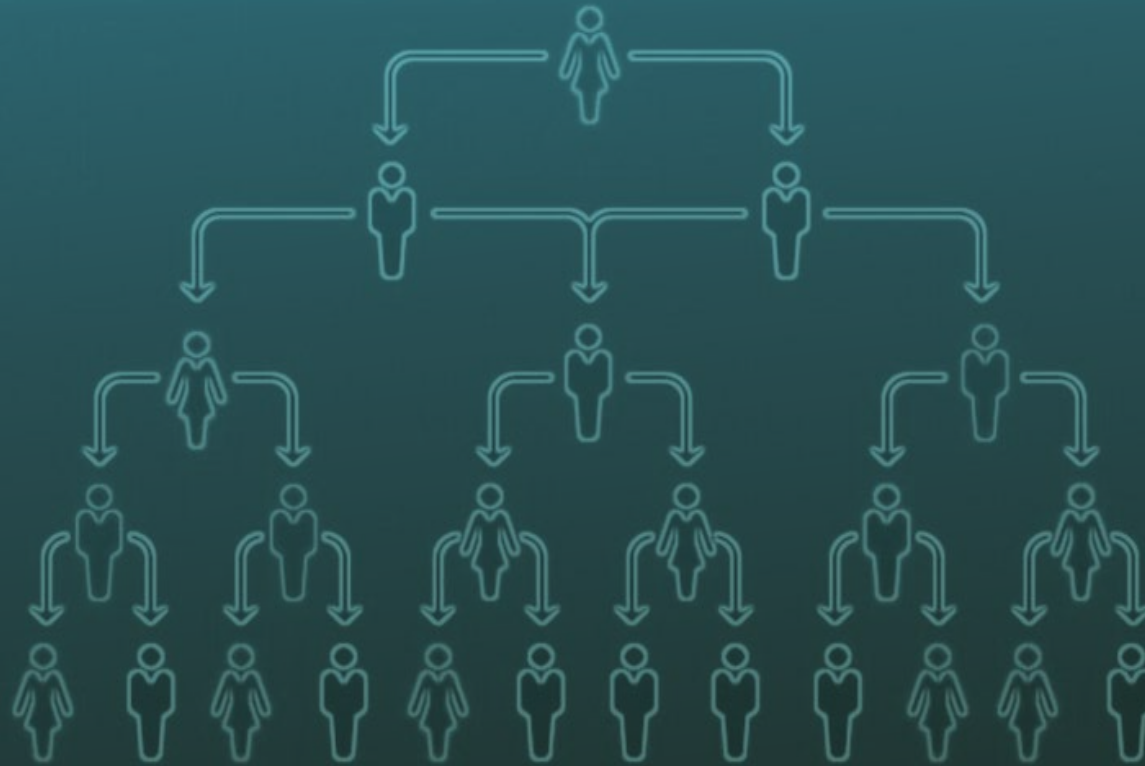


# Moonshot

Create an environment that supports the sharing of ideas, improves and develops new skills, and fosters collaboration statewide



# Middle Managers : Overcome Organizational and Hierarchical Divides



Collaboration  
Team  
Building



Innovation  
Creativity



# Vision

- ❑ Develop skill sets, toolsets, and mindsets around government innovation
- ❑ Elevate and promote middle managers' role as the linchpin of innovation in California government
- ❑ Create an environment for sharing of ideas, improve and develop new skills, and foster collaboration statewide



# Opportunity & Value Proposition



Foster Innovation



Improve Employee  
Engagement & Retention

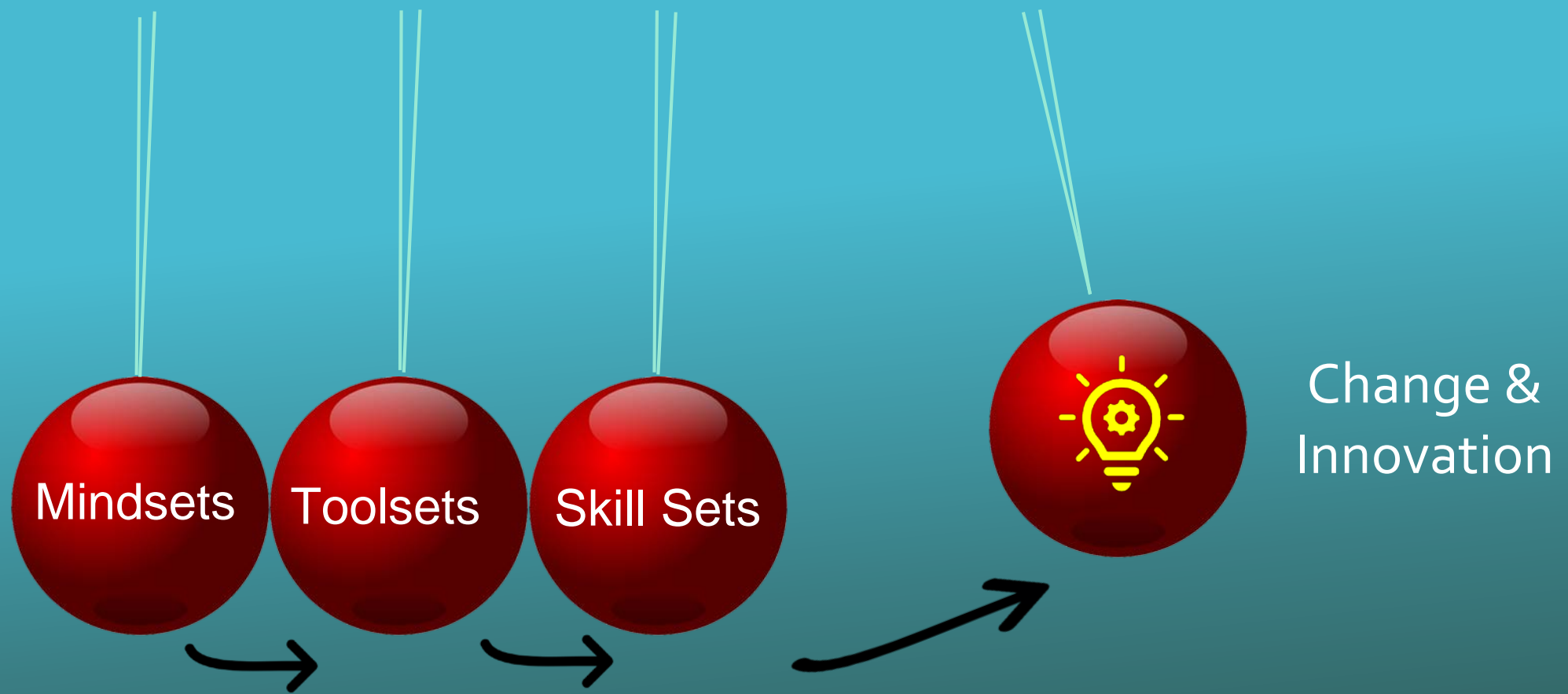


Increase Morale



Improve Public Service





**Middle Management Consortium  
for Innovation & Change**

# Charter & Article of Collaboration

The background of the slide features a 3D rendering of several interlocking gears. The gears are a light, metallic grey color and are set against a solid teal background. The lighting creates soft shadows and highlights on the teeth of the gears, giving them a three-dimensional appearance. The gears are arranged in a way that suggests a complex mechanical system or a process of collaboration.

- ❑ Governance
- ❑ Membership
- ❑ Scope



# Goals of the Consortium



Training and  
Development

Fostering a  
Healthy  
Work Environment

Empowering  
And Supporting  
Middle Managers

Career  
Development

Improving  
Communication

# What's In It For Me?

- ❑ Middle Managers
- ❑ State Workforce
- ❑ The Organization



# Survey Results

**63%** Communication - survey participants felt this is the most important skill for middle management

**33%** Open to process improvements

**30%** Creates a welcoming work environment



Communication  
between  
managers,  
staff,  
and leadership  
must be improved!



# Online Forum on SACNetwork Skills Bank for Middle Managers





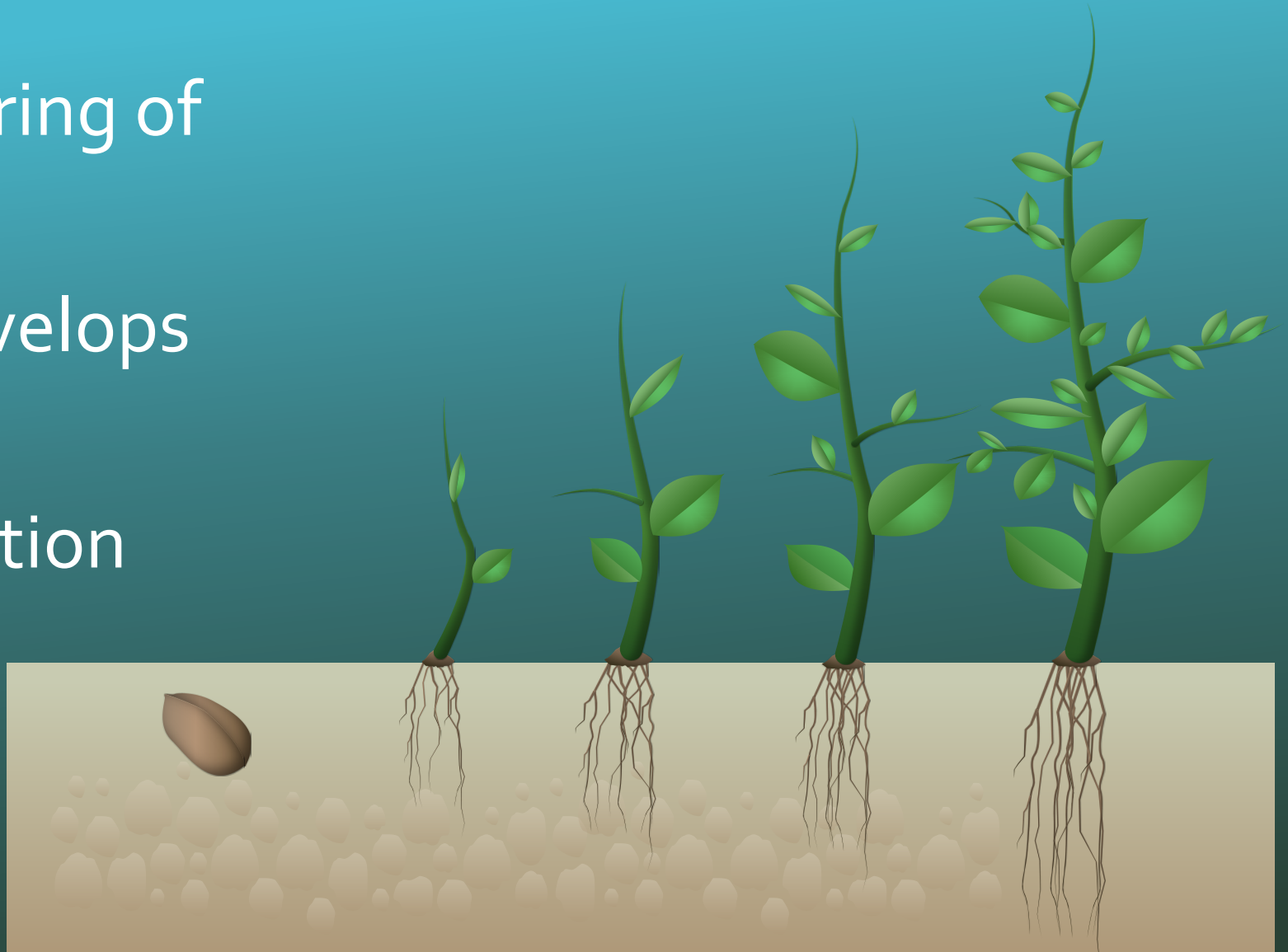
# Creating a Welcoming & Harmonious Work Environment





# A Healthy Work Environment

- ❑ Supports the sharing of ideas
- ❑ Improves and develops new skills
- ❑ Fosters collaboration statewide



# Training

- ❑ Progressive & Flexible Training
- ❑ Best Practices
- ❑ SACNetwork Skills Bank



# Career Development

- ❑ Mentorship
- ❑ 360 Assessment







**Why Middle Managers?**

**Why the Consortium?**

Middle Managers are the linchpin of California State Government. Investing in today's middle managers is investing in our future because they are the mentors of tomorrow's leaders.





# Investing in the Middle







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STATE OF CALIFORNIA  
Franchise Tax Board



CDSS



Managing Executive Sponsor

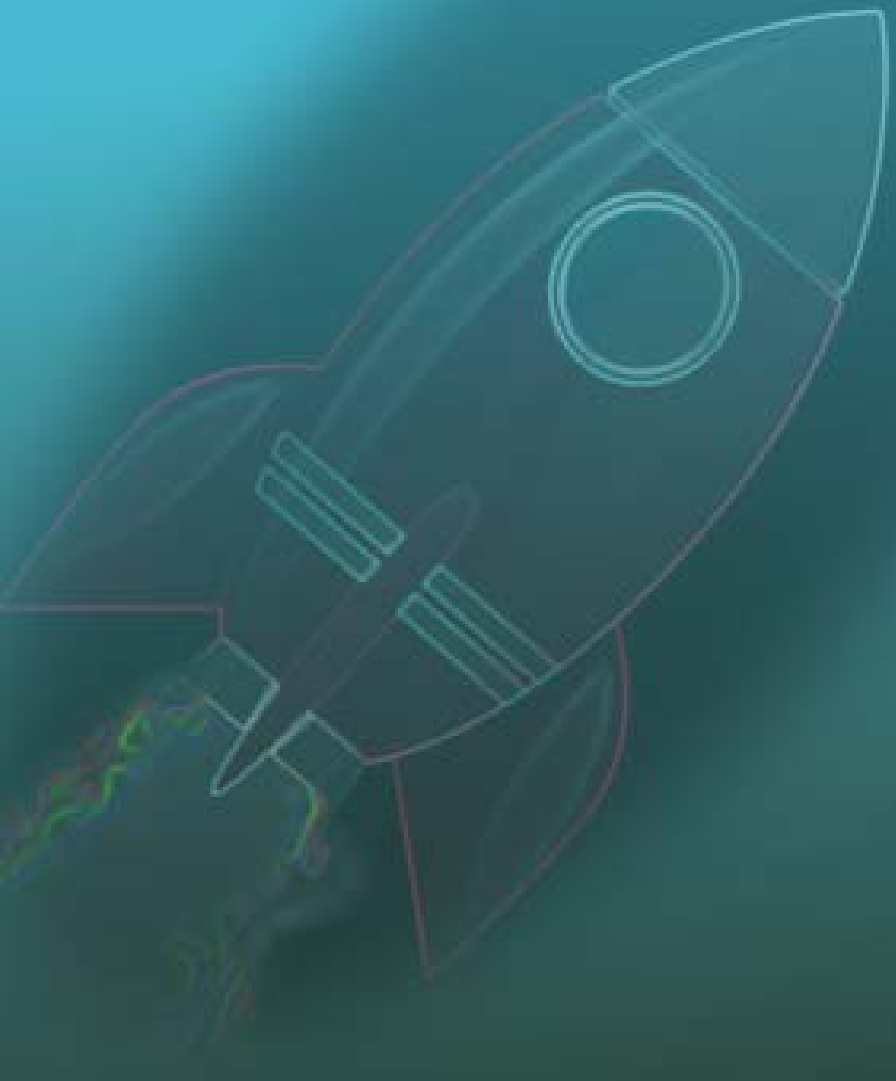


**Cal-IPGCA**  
Association

USC Price **Thank you!**  
Sol Price School of Public Policy







Come help us build the

# Middle Management Consortium for Innovation & Change

[info@cal-ipgca.org](mailto:info@cal-ipgca.org)