


Managing Up!

Strategies to Succeed with Any Type of Boss!

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Session Objectives

- ❖ Accelerate your career through effective managing up
- ❖ Learn how to manage up different leadership & personality styles
- ❖ Learn to become a “boss detective”
- ❖ Have fun!



Sentence Relay



Successful Leaders ADAPT!

- A** Anticipate / Accept Change
- D** Develop a Network
- A** Advance Diversity
- P** Play Well with Others
- T** Take Responsibility



Table Top Introductions


- ❖ Name, role & company
- ❖ # of bosses you've had
- ❖ Years of experience in the workplace
- ❖ Three words that describe your current boss!

The Truth About Bosses


- ❖ Poor managers remain #1 cause of employee unhappiness & turnover
- ❖ Organizations often promote people based on technical skills
- ❖ 21st century workforce brings new expectations
- ❖ Law schools don't teach managerial skills!


The True Costs of a Bad Boss

75% of U.S. workers say their boss is the worst part of their job 

Bad bosses cost the world economy an estimated **\$360 billion** in productivity

Workers with bad managers are **60%** more likely to suffer heart trauma





A Spectrum of Experience



Reflection Exercise

Side one: Biggest current challenge with your boss...

Side two: Biggest current challenge with someone you manage...



This is **NOT** Managing Up



What is Managing Up?

"Managing Up" is consciously working with "higher ups" to obtain the best possible results for **you, your boss,** and the **organization.**





The Importance of Followership

- ❖ On average, leaders contribute no more than 20 percent to the success of most organizations
- ❖ Most people, whatever their title, spend more time working as followers than as leaders
- ❖ The skills of followership and leadership are inextricably linked



Reasons to Manage Up

- ❖ Your boss matters
- ❖ Your career matters
- ❖ We can't change other people
- ❖ We all have to do it
- ❖ Adapting is empowerment



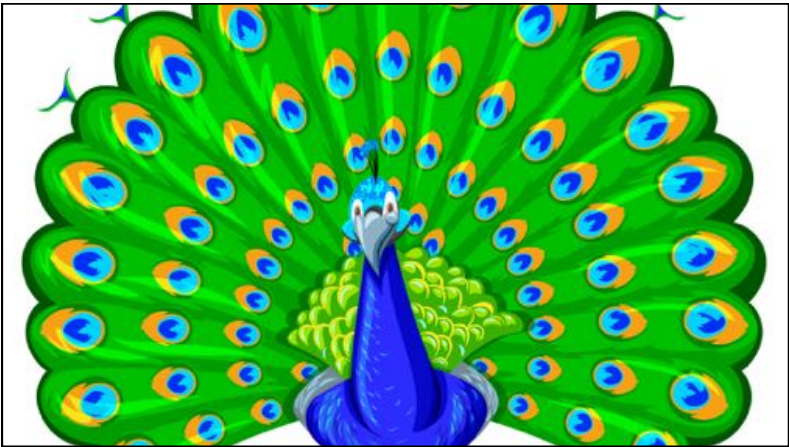
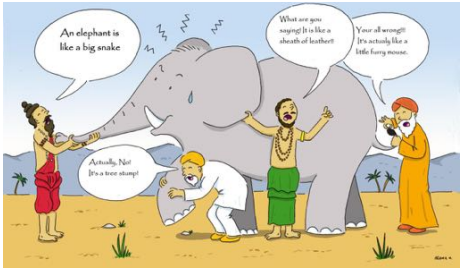
Final Reason to Manage Up

The adaptive skills you use to manage up, are the same skills you will need to manage down



OBJECTIONS

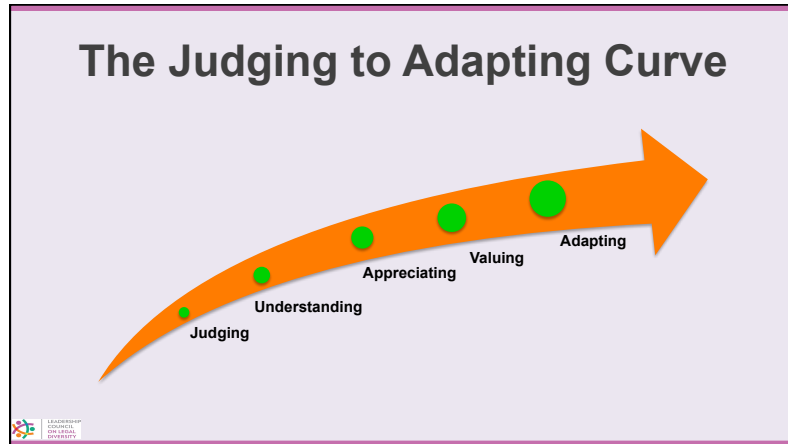
- ❖ My boss "should"
- ❖ Need to be right
- ❖ Authenticity
- ❖ Feels icky
- ❖ Requires extra effort!

Perspectives Matter

- Our perspectives are our points of view
- How we organize our interpretation of the world
- Result from perceptions, line of sight, personality and experiences
- Different perspectives create new options





Manage Up Essentials

1. Learn boss' **work style & preferences**
2. Know what **really matters and drives** your boss
3. **Understand your own preferences**, strengths, and weaknesses
4. Assess the **gap** and **adapt**
5. Know when **to go**

Piecing Together the Boss Puzzle

- Communication Preferences**
 How does your boss prefer to communicate? Are they introvert or extrovert?
- Workstyle**
 Collaborative or independent? Cautious or innovative? Detail or big picture?
- Time Orientation & Pace**
 Patient vs. Impatient? Fast vs. moderate? Time oriented or task oriented?
- Task or Relationship?**
 Task first or people first? Engaging or reserved?
- Goals & Motivations**
 What motivates your boss? What are her goals? What does he prioritize?
- Concerns & Climate**
 What does your boss worry about? What does her boss worry about?

Real World Reflection

- What is your workstyle?
- What is your boss' workstyle?
- How are you the same? How are you different?
- How can you be more effective in managing up?
- How can you help your team *manage up to you*?



Let's Meet Some Bosses!!!



The Introvert



Introversion
Reflection
Inward
Privacy
Concentration
Lower External Stimulus
Thinks to Self
Contained



The Extrovert

Extraversion
Action
Outward
People
Interaction
High External Stimulus
Thinks Out Loud
Expressive



Manage Up Extroverts!

- ❖ Make time to engage
- ❖ Speak up
- ❖ Hear them out
- ❖ Welcome brainstorming
- ❖ Recap to make sure you are on the same page
- ❖ Communicate face to face or on the phone
- ❖ Rely less on email



Manage Up Introverts!

- ❖ Schedule meetings
- ❖ Tell topic ahead of time
- ❖ Limit impromptu meetings
- ❖ Check in proactively
- ❖ Ask them their thoughts
- ❖ Give them time to respond
- ❖ Be OK with silence
- ❖ Communicate via email or text
- ❖ **WAIT!!!!**



Difficult Boss Types



Hands On.

The Micromanager




Hands Off.

The Hands-Off




Too Much Work. Too Much Chaos.

The Workaholic



The Impulsive



Too Little.

The Pushover




Too Much.

The Nitpicker



Questionable.

The Incompetent



Questioning.

The Heckler



Which Boss is **Hardest** for You?

- Micromanager
- Hands off / Ghost
- Workaholic
- Impulsive
- Pushover
- Nitpicker
- Incompetent
- Heckler



Discuss the **Difficult** Boss

- ❖ What is the problem with this boss type?
- ❖ What's the impact on you? (**Hint:** impact is about **emotion**...)
- ❖ What is your story about "why" this boss behaves this way?



Which Boss is **Hardest** for You?

- Micromanager
- Hands off / Ghost
- Workaholic
- Impulsive
- Pushover
- Nitpicker
- Incompetent
- Heckler



Who Might **You** Be?

- Micromanager
- Hands off / Ghost
- Workaholic
- Impulsive
- Pushover
- Nitpicker
- Incompetent
- Heckler



Discuss Your **"Difficult"** Style

- ❖ When might you behave this way?
- ❖ What drives this behavior for you? (**Hint:** drive is about **need**...)
- ❖ What strategies would work for you? (How can others meet your expectations?)



Strategies: Micromanager

- Don't take it personally
- Offer regular updates and status reports proactively!
- Over communicate!
- Anticipate their involvement



Strategies: Hands-Off Supervisor



- Be proactive: solicit feedback
- Make clear requests for time and input
- Schedule regular meetings to discuss critical projects
- Be succinct and prepared



Strategies: The Workaholic

- Be clear about boundaries and requests
- Provide specific details regarding timelines on projects
- Acknowledge their needs
- Go the extra mile when you can!



Strategies: The Impulsive



- Embrace what change you can
- Provide project lists
- Offer pros and cons on new idea
- Ask leader to prioritize new projects against current ones
- Hedge your bets



Strategies: The Pushover



- Look to driven/high-achieving co-workers for growth and feedback
- Set your own high standards and stretch goals
- Help support boss' confidence



Strategies: The Nitpicker

- Plan ahead for this behavior
- Pick battles wisely
- Offer a mix of positive reinforcement and questions (that may cause him/her to second guess their choices)



Strategies: The Incompetent



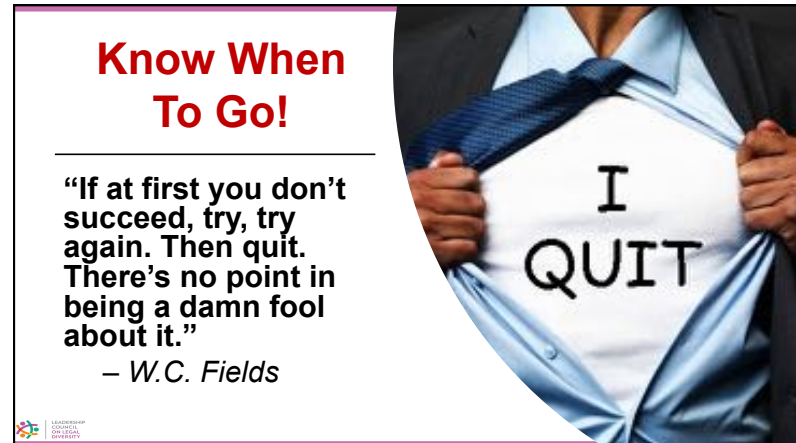
- Try being open minded about his/her ideas
- Try to find his/her valuable qualities
- Listen and ask question to learn more about what he/she knows...




Strategies: The Heckler

- Don't take the bait
- Kill with kindness
- Balance confidence and humility
- Focus on building that relationship!







It's Okay to Quit!


- Quitting is an act of courage
- Sunk costs vs. Opportunity costs
- Line up your next move
- Don't burn bridges
- Say goodbye!

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Reflection Exercise

Side one (boss): What new strategies could you try?

Side two (staff): What strategies could you try? How can you help them manage up to **you**?



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**15 Minute
Break Time!**

Meet Our Expert Panel

- ❖ **Gerard Gregoire**, Director–East Litigation Services, Allstate
- ❖ **Jean F. Kuei**, Partner, Pillsbury Winthrop Shaw Pittman, LLP
- ❖ **Jin Liu**, Real Estate Attorney & Shareholder, Carlton Fields Jordan Burt

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Final Tip: Be a Boss Detective!



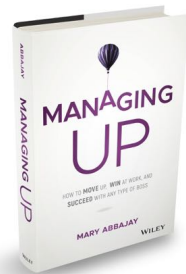
- Watch, observe and notice preferences and style
- Watch and observe: who's in, who's out
- Ask the boss
- Adapt, adapt, adapt! (Don't resist what is ☺)
- Help your team manage up to you!



99 PRAISE FOR MANAGING UP!

If you've ever left a job because of an unbearable boss, you're not alone. But quitting isn't your only recourse. If you follow the wise counsel of Mary Abbajay, you can learn how to 'manage your manager.' MANAGING UP is full of savvy advice for improving your relationship with your boss and getting the most out of your job.

— Daniel H. Pink, author of DRIVE and WHEN



Available at
amazon

www.managingupthebook.com

Careerstone Group



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