

Managing Up!

Strategies to Succeed with Any Type of Boss!

Mary Abbajay
Careerstone Group, LLC



Leadership success requires



TRUTH

more than technical skills!

Successful Leaders ADAPT!



Anticipate / Accept Change

Develop a Network

Advance Diversity


Play Well with Others


Take Responsibility



Table Top Introductions

- ❖ Name, role & company
- ❖ Favorite & least favorite way to communicate for work
 - ❖ Face to face
 - ❖ Email
 - ❖ Telephone
 - ❖ Text
 - ❖ Chat
 - ❖ Video/Skype
 - ❖ Other???





The Work World is a Social System



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Reasons to Manage Up

Your boss matters

...

Your career matters

...

We can't change others



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 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

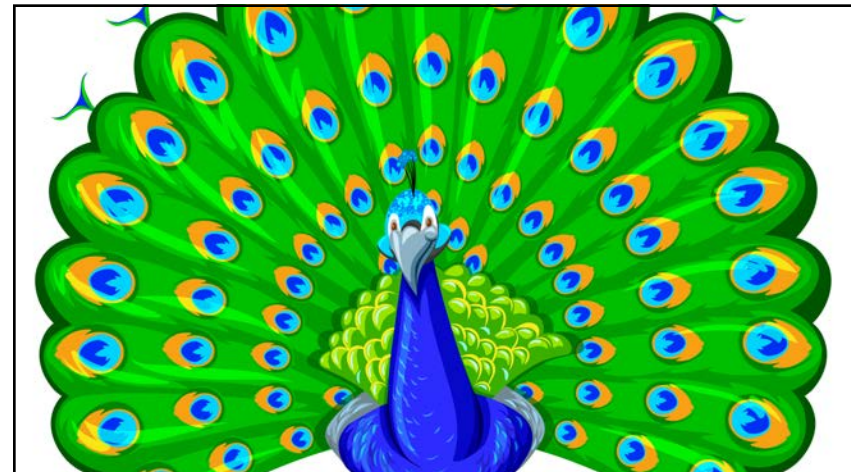
The F Word

Followership Matters

- ❖ Leaders contribute 20 percent success of most organizations
- ❖ Most people spend more time working as followers than as leaders
- ❖ Followers and leaders are inextricably linked

OBJECTIONS

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



Perspectives Matters

- 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



Intent Versus Impact




- We judge ourselves on intent
- Others judge us on impact
- It is our responsibility to manage our impact—up, down, and across!
- Beware the **fundamental attribution error!**

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Manage Up Essentials

1. Learn boss' **work style & preferences, pet peeves, and priorities**
2. **Understand your own preferences, strengths, and weaknesses**
3. Assess the **gap** and choose how to **adapt OR** know when **to go...**



LEADERSHIP COUNCIL ON GLOBAL ISSUES

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?

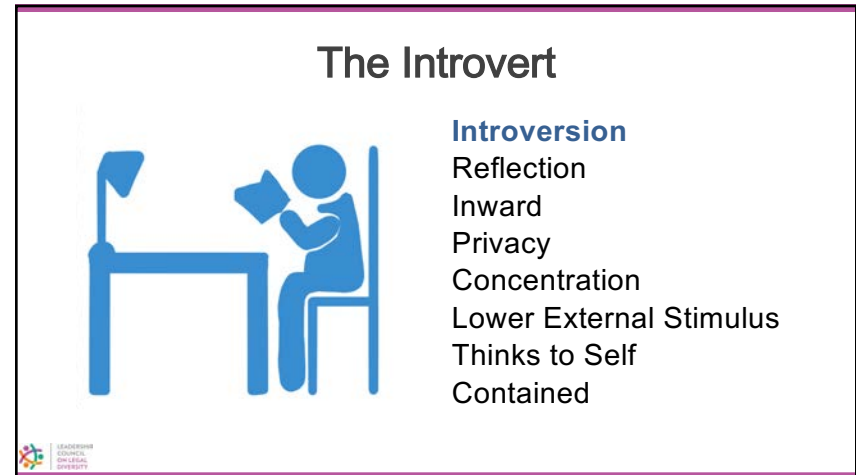
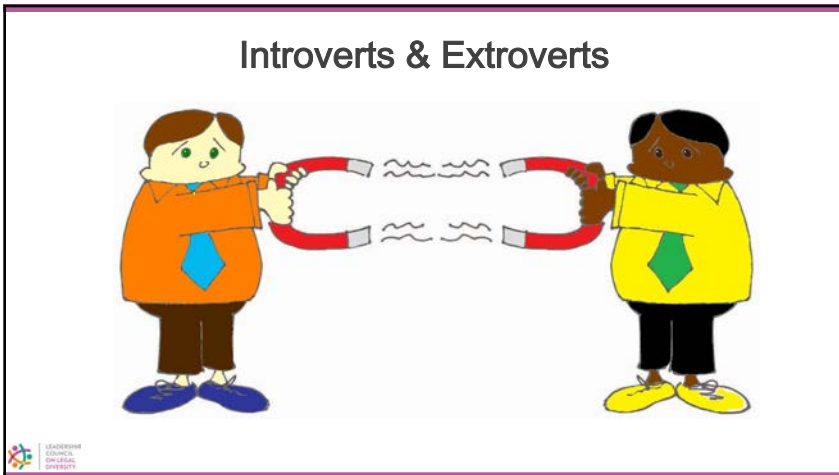
LEADERSHIP COUNCIL ON GLOBAL ISSUES

Real World Reflection

- ❖ What is your workstyle?
- ❖ What is your boss' workstyle?
- ❖ How are you the same?
- ❖ How are you different?
- ❖ How easy/difficult is it to work together?
- ❖ Biggest pet peeve?



LEADERSHIP COUNCIL ON GLOBAL ISSUES



The Extrovert

Extraversion

Action
Outward
People
Interaction
High External Stimulus
Thinks Out Loud
Expressive



The Introvert

The Extrovert



Manage Up The Introvert



- ❖ Schedule meetings
- ❖ Tell topic ahead of time
- ❖ Ask them their thoughts
- ❖ Give them time to respond
- ❖ Use email or text
- ❖ **WAIT!!!!**



Manage Up The Extrovert



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



Exploring Your Growth Opportunities



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Growth Areas for Introverts

- ❖ Speak up!
- ❖ Provide more information
- ❖ Say hello, interact, build relationship
- ❖ Understand the impact of your silence
- ❖ Build your network



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Growth Areas for Extroverts

- ❖ Know what you say may be taken literally
- ❖ Beware the overshare
- ❖ Make space for your introverts
- ❖ Manage excessive social chatting
- ❖ Don't hijack!





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**Difficult
Boss
Types**





<h3>Hands On.</h3> <p>The Micromanager</p> 	<h3>Hands Off.</h3> <p>The Ghost</p> 
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LEADERSHIP COUNCIL ON STRATEGIC DIVERSITY

<h3>Too Much Work. Too Much Chaos.</h3> <p>The Workaholic</p> 	<p>The Impulsive</p> 
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LEADERSHIP COUNCIL ON STRATEGIC DIVERSITY

<h3>Questionable.</h3> <p>The Incompetent</p> 	<h3>Questioning.</h3> <p>The Heckler</p> 
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LEADERSHIP COUNCIL ON STRATEGIC DIVERSITY

Which Boss is Hardest for You?

- Micromanager
- Hands off / Ghost
- Workaholic
- Impulsive
- 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?



Who Might **You** Be?

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



Which Boss is **Hardest** for You?

- Micromanager
- Hands off / Ghost
- Workaholic
- Impulsive
- 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?)



Micromanager Strategies

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



Ghost Strategies

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



Workaholic Strategies

- ❖ Be clear about boundaries and requests
- ❖ Provide specific details regarding timelines on projects
- ❖ Bring your "A Game" everyday
- ❖ Go the extra mile when you can!



Impulsive Strategies

- ❖ 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



Incompetent Strategies



- ❖ Be patient
- ❖ 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...



Heckler Strategies

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



The Truly Terrible



The Narcissist

- ❖ Assess: Is it worth it?
- ❖ Sycophants survive
- ❖ Learn what you can
- ❖ Appeal to their image
- ❖ Protect *your* self esteem & image






Psycho Crazy Bully Tyrants

- ❖ Adopt a survivor mentality
- ❖ Maintain your professionalism
- ❖ Activate support network
- ❖ Stay out of the line of fire
- ❖ A poisoned well is a poisoned well





Know When To Go!

“If at first you don’t succeed, try, try again. Then quit. There’s no point in being a damn fool about it.”
 – W.C. Fields

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!



Managing Up is a Choice



Real World Reflection

- ❖ How can you be more effective in managing up?
- ❖ What can you do more of, less of, or differently?
- ❖ How can you help others *manage up to you*?!?



Five Tips That Always Work

Bring Solutions—Not Problems!

Never bring a problem without at least one solution!

Accept Feedback!

Look for ways to take action on feedback

Build & Compensate!

Support his strengths, bolster his weaknesses!

Respect her time!

Your boss is busy—be prepared when meeting with her!

Be Proactive!

Anticipate your boss' needs. Don't wait to be asked!



Final Tip: Be a Boss Detective!



- ❖ Watch, observe, and notice preferences and style
- ❖ Observe: who is in or out
- ❖ Adapt, adapt, adapt! (Don't resist what is 😊)
- ❖ Help your team manage up to you!
- ❖ Ask the boss: have the conversation...



Have a Conversation!

- ❖ What are your preferences?
- ❖ What are your priorities?
- ❖ What are your pet peeves?
- ❖ What *can I do* more of, less of, or differently to work well with you?





MARY ABBAJAY, CAREERSTONE GROUP

-  mary@careerstonegroup.com
-  www.careerstonegroup.com
-  202-965-1144
-  @maryabbajay
-  <http://careerstonegroup/blog>
-  <https://www.linkedin.com/pub/mary-abbajay>

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