# Managing Up

## Presentation for ARF

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# Managing Up vs. Managing Down

**Managing Down** = The traditional notion of management, taking charge of your staff.

**Managing Up** = Managing people in positions of authority above you, especially your boss.



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# Managing Up

- Offers concrete solutions to the challenges of working for any boss.
- Focuses on improving and regulating interactions between you two.
- Gives you tools to avoid the ever-so-predictable pitfalls between employees and employers.

# Managing Up

**Why is it so difficult to be a manager?**

Let's look at the facts…



# Managing Up

## Reason #1

Management is not a one-size-fits-all.

It takes time and experience to develop a management style that works most of the time.



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## Reason #2

Most managers are great at their area of expertise.

They aren't human resource experts.



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## **Reason #3**

Most managers juggle dual roles on the job. They manage a department *and* they perform another set of duties.



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## What it takes to Manage Up…

1) Accept that you can't change your boss, but you can change your way of relating to her.
2) Be willing to take responsibility for improving the relationship.

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The 5 Pivotal Practices of Managing Up

# Managing Up

## Pivotal Practice #1:

Train your boss to meet with you regularly.



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## Pivotal Practice #1

- Hold regular, consistent meetings at a time that is convenient to his/her schedule
- Create a forum to discuss existing projects, changing priorities, problem areas, etc.
- If you want your boss's undivided attention **you have to schedule it.**

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## Pivotal Practice #1




- Keys to meeting success:
  - Arrive on time and prepared
  - Bring any information that will help your boss make informed decisions
  - Bring an agenda (one for you and one for your boss)

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## Pivotal Practice #2

Come to every meeting with a detailed agenda.



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## Pivotal Practice #2

For each meeting, follow these guidelines:

- Arrive at your meeting with two copies of your agenda
- Prioritize problems and questions
- Put everything you need to discuss on the agenda.
- Bring documentation
- Take notes and file them for future reference

# Managing Up

One more thing…

You may have to teach your boss how to follow your agenda.



# Managing Up

## Pivotal Practice #3

Keep a pulse on your boss' changing priorities.



# Managing Up

## Pivotal Practice #3

During an average workday, events occur that redefine what is most important…

- A delivery doesn't arrive
- Someone gets fired or quits
- A large check is lost in the mail
- Equipment breaks down
- Someone drops the ball

# Managing Up

## Pivotal Practice #3



We know that unexpected changes
*look* like more work to you...

But Managing Up requires a willingness
to adapt to the needs of the department.
It requires a certain level of flexibility.

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## Pivotal Practice #3

If you arrive early at the office to find a small flood, and you see your supervisor frantically mopping up the water, you may be tempted to say, “I wish I could help you, but I’ve got to get these announcements out.”

Your boss will remember you in a more positive light if you grab the second mop and help.

# Managing Up

## Pivotal Practice #3

Try asking your boss any of these questions:

- What do you need today?
- What can I do for you?
- What else needs to get done?
- What problems do you need me to take care of?
- How can I help you?



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## Pivotal Practice #4

Anticipate problems and offer solutions.



# Managing Up

## Pivotal Practice #4

There's nothing more valuable than an employee who identifies potential sources of trouble, and finds viable ways to avert them.

Become a tension reliever rather than a stress creator.

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# Managing Up
# Pivotal Practice #4

What are the predictable problems in your organization?

- The server goes down…
- Your printer runs out of toner…
- Typos appear in your most important documents.
- One person doesn't edit a report within the allotted time, which puts everyone else behind.

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## Pivotal Practice #4



You have a choice…

Continue to be "surprised"
**vs.**
Address predictable problems calmly

You don't have to get hooked by them.

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## Problem Prevention Actions

Here are some simple problem prevention actions you can take:

- Confirm all appointments
- Clarify logistics
- Anticipate the reliability of equipment
- Replenish supplies before they run out

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## Pivotal Practice #5

Always be prepared to give status reports on your projects at any time.



# Managing Up

## Pivotal Practice #5

You never know when your boss will be asked to report on a project that he or she has handed off to you.

Being prepared to report on the status of your work at a moment's notice is standard fare in the work place.

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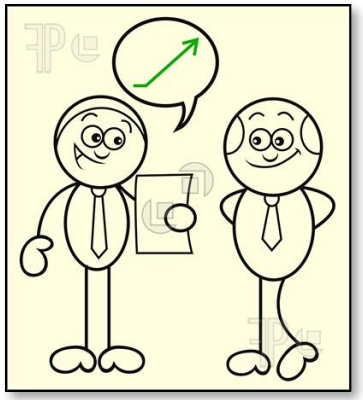
## Pivotal Practice #5

Many people experience inquiries about their work as invasive or insulting.

Keeping your supervisor informed regarding the development of any project establishes you as competent, organized, informed and helpful.

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## Pivotal Practice #5



Always be prepared to tell your boss the following:

- What you are currently working on
- Where you are in terms of accomplishing certain tasks
- How far you've progressed on any long-range projects

# Managing Up Exercise

- Which of the Five Pivotal Practices are you currently using?
  - Meeting regularly with boss
  - Bringing an agenda
  - Keeping a pulse on changing priorities
  - Anticipating problems/offering solutions
  - Being prepared to give status reports
- Which practice might improve your current situation with a boss?

# Managing Up

## The High Five of Managing Up

Once you've mastered the five pivotal practices, you can take Managing Up to a higher level by adapting our advanced techniques.



# Managing Up

## The High Five

- Create standards of excellence in any workplace.
- Put your career on a faster track.



# Managing Up

**The High Five also helps if…**

- You're feeling invisible
- You've been overlooked for promotions
- You feel vulnerable to being downsized
- You've gotten less-than-positive reviews

# Managing Up

## The High Five

1) **Be on time or early for the start of your day.**
   Most employers view punctuality as an expression of professionalism, respect, reliability, and eagerness. Chronic lateness communicates the opposite.



# Managing Up

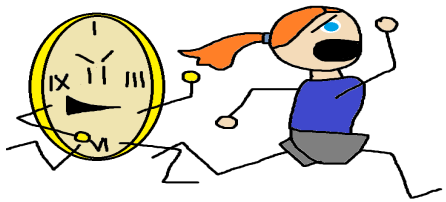
## Reasons Why People Are Late:

- Oversleeping
- Rush hour congestion
- Train delays
- A line at Starbucks
- Getting an unexpected phone call in the morning
- Ironing an outfit you really want to wear
- Thinking you have time to run an errand
- A sick child

# Managing Up

***Time cushions*** = those extra minutes that punctual people naturally allocate for predictable delays such as traffic jams, lost items, broken equipment, and minor personal emergencies.

They give you a buffer so you aren't literally running from one event to the next.



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# Managing Up

## The High Five

**2) Be a gate keeper and keep away unwanted time-eaters.**

Time eaters turn a one-minute question into a 20 minute conversation.

Your boss is *always* in a meeting when these people call or come to visit.



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# Managing Up

## The High Five

**3) Create systems so that others can find things when you're not around.**

If you are out on vacation or home sick, your boss should be able to access whatever information he or she needs in your absence.

Create systems that will provide crucial information whether or not you are on the premises.

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## The High Five



**4) Keep confidential information where it belongs.**

- Be a Vault: Build your reputation as someone capable of holding sensitive information.
- Whatever you hear in your boss's office needs to stay there - whether it's good or bad news.

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## The High Five

**5) Under-promise and over-deliver**

It's easy to say, but hard to do. Most people tend to do the opposite -- over promise and under deliver.



# Managing Up

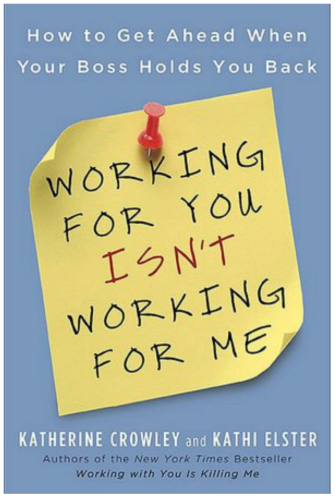


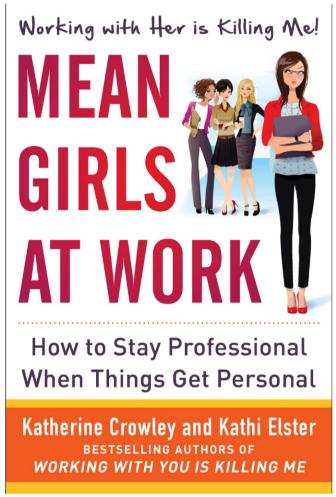
It takes work to put these practices into action, but we know you can do it.

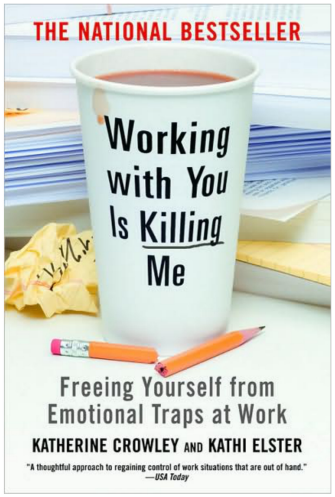
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## Thank You!

Books:




Podcast:

