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!

Career success requires more than technical skills!
Sentence Relay

Successful Leaders ADAPT!
- Anticipate / Accept Change
- Develop a Network
- Advance Diversity
- Play Well with Others
- 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!
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 F Word

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
The Judging to Adapting Curve

Managing Up is a Choice

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

Difficult Boss Types
- Hands On.
- Hands Off.

Hands On.
The Micromanager
- The Hands-Off
Too Much Work. Too Much Chaos.

- The Workaholic
- The Impulsive

CAUTION

CHAOS FIELD
ESTIMATED STRENGTH: 2.2
LIMIT EXPENSE TO THIS AREA
AND REPORT ANY SPONTANEOUS
IN YOUR LIFE AFTER EXPOSURE

Too Little.
- The Pushover
- The Nitpicker

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
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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 questions 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!
The Truly Terrible

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

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

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!

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?

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 Jorden Burt

15 Minute Break Time!
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!

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

www.managingupthebook.com

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