Managing Up!

Strategies to Succeed with Any Type of Boss!

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Leadership success requires more than technical skills!

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
- 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

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 F Word

A Spectrum of Experience

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 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
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!

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...

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 easy/difficult is it to work together?
- Biggest pet peeve?
Managing Up is a Choice

Let's Meet Some Bosses!!!

Introverts & Extroverts

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 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

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

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 highjack!

Difficult Boss Types
The Micromanager        The Ghost

Too Much Work. Too Much Chaos.
The Workaholic        The Impulsive

Questionable. Questioning.
The Incompetent        The Heckler

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?

Which Boss is **Hardest** for **You**?

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

Who Might **You** Be?

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

1. Bring Solutions—Not Problems!
   - Never bring a problem without at least one solution!

2. Accept Feedback!
   - Look for ways to take action on feedback.

3. Build & Compensate!
   - Support his strengths, bolster his weaknesses!

4. Respect her time!
   - Your boss is busy—be prepared when meeting with her!

5. 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?