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# Managing Up

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# Managing Up

**Instead of waiting for the unicorn, start working well with the boss you actually have**

- Your boss has a great deal of influence over your trajectory
- Your boss is not perfect
- You can't change your boss
- You can control how you react
- Developing an effective working relationship is your job too

# Objections

- That's not fair, it's my boss that needs to change, not me
- Giving in reinforces my boss's bad ways
- Sucking up is for suckers
- Principle
- Inauthentic

# Process

- Assess yourself
- Assess your boss
- Assess your willingness to make adjustments

# Process

- **Assess yourself**

- What's your workplace personality?
- How do you interact with others?
- What are your communication preferences?
- What are your goals and priorities?
- What do you need to operate best?
- What are my strengths/weaknesses?
- Do I bring the right attitude, energy, and motivation to be successful?
- How am I contributing to the situation, relationship, team, etc.?
- What am I resisting?

- **Assess your boss**

- **Assess your willingness to make adjustments**

# Process

- **Assess yourself**
- **Assess your boss**
  - What is your boss's workstyle personality?
  - How does your boss interact with others?
  - What are your boss's communication preferences (both giving & receiving)?
  - What are your boss's goals and priorities?
  - What are your boss's challenges, pressures, concerns, pet peeves?
  - How did your boss get to where your boss is? What past experiences does your boss have?
  - What are your boss's expectations?
  - When, how, how much, and to whom does your boss delegate?
- **Assess your willingness to make adjustments**

# Process

- **Assess yourself**
- **Assess your boss**
- **Assess your willingness to make adjustments**
  - In what ways am I compatible with my boss? Not compatible?
  - Am I willing to make changes to by behavior and/or attitude?
  - Am I willing to try to understand my boss?
  - Is my boss difficult for everyone, or just me?
  - What do I like/love about my job, my team, my organization?
  - Why do I need this job financially, experientially, etc.?
  - Is it worth the effort?

# Introversion/Extroversion

Workplace elements affected: source of energy, direction of energy, and communication style

	Introvert	Extrovert
Source	Energized from within, internal stimuli (ie. own thoughts)	Energized by external sources, external stimuli (other people)
Direction	Focused on ideas and images	Focused on people and things
Communication	Less	More



# Expressions

## Extroversion

- Readily shares information (sometimes overshares)
- Regularly has team meetings, enjoys meetings
- Talks a lot in meetings, can be long-winded
- Has an open-door policy, loves drop ins and walk abouts
- Enjoys engaging and relationship building
- Thinks out loud, you know what they're thinking
- Prefers to talk face to face or by phone
- Has a big network
- Enjoys brainstorming and collaborating

## Introversion

- Shares information on a need-to-know basis (sometimes under-shares)
- Team meetings are less frequent
- Listens more than talks at meetings, is succinct
- Often works alone, with door closed
- Does less relationship building, can feel closed off
- Likes to reflect/process before speaking or acting
- Prefers email to phone or face-to-face
- Finds networking draining
- Finds brainstorming and collaborating draining

# Strategies

## If you have an extroverted boss

- Listen, help sort their ideas
- Confirm before acting, recognize when ideas are still only half baked
- Clarify and recap
- Be friendly, engage in social niceties
- Make sure you're giving some face time
- Explain your silence
- Schedule your recharge
- Stay on top of time management and productivity

## If you have an introverted boss

- Take the initiative to meet/schedule meetings
- Give them time to process and prepare
- Be proactive about communications, ask questions, keep them in the loop – don't assume disinterest
- Be prepared, stay focused and concise
- Embrace electronic communications
- Resist the urge to fill the silence
- Seek out others to think out loud with
- Invest in the relationship – seek out one-on-one opportunities

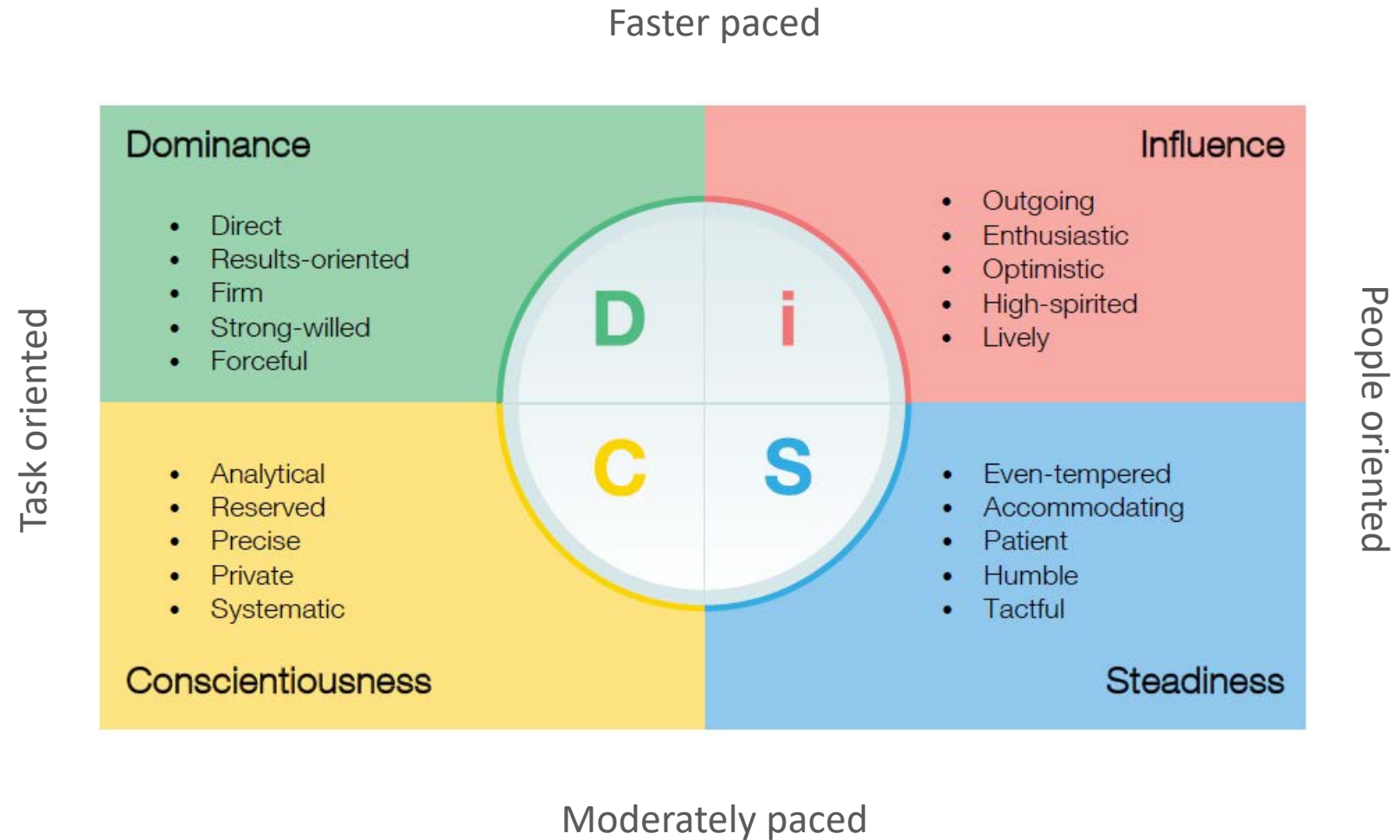
# Reflection

The key is to find ways to *complement* and *harmonize* with each preference, not to *compete* or *clash* against it

- Where do I fall on the introversion/extroversion spectrum?
- Where does my boss fall on that spectrum?
- Can you think of a time where your styles clashed or competed?
- Can you think of a time where your styles complemented or harmonized?
- What can you do differently, more of, less of to help you succeed with your boss?
- What can you do differently, more of, less of to help your boss succeed?
- What do you want more of or less of from your boss?
- What might your boss want more or less of from you?

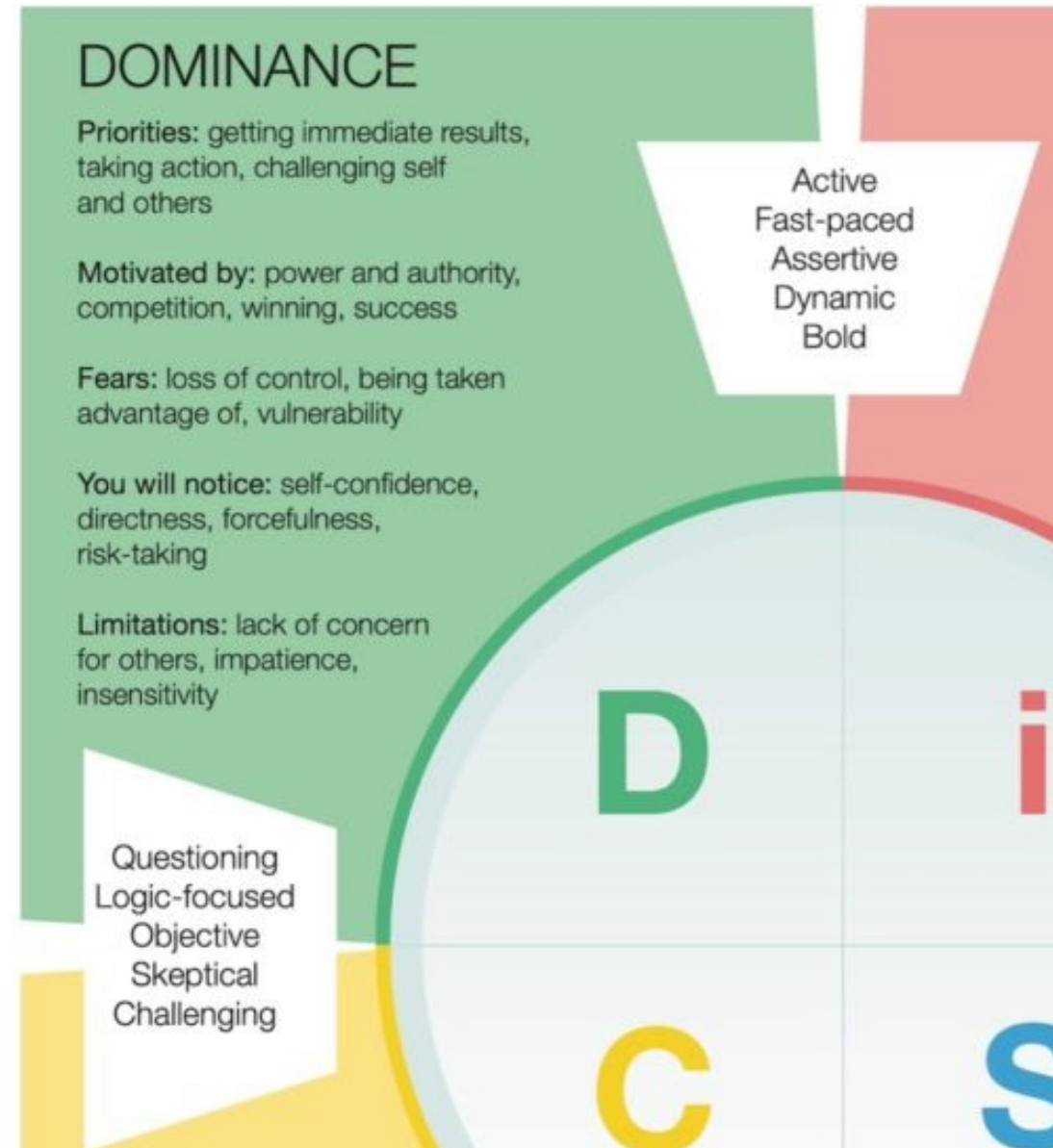
# Workstyle Preferences/DISC

- **Advancer (D)**
- **Energizer (I)**
- **Harmonizer (S)**
- **Evaluator (C)**



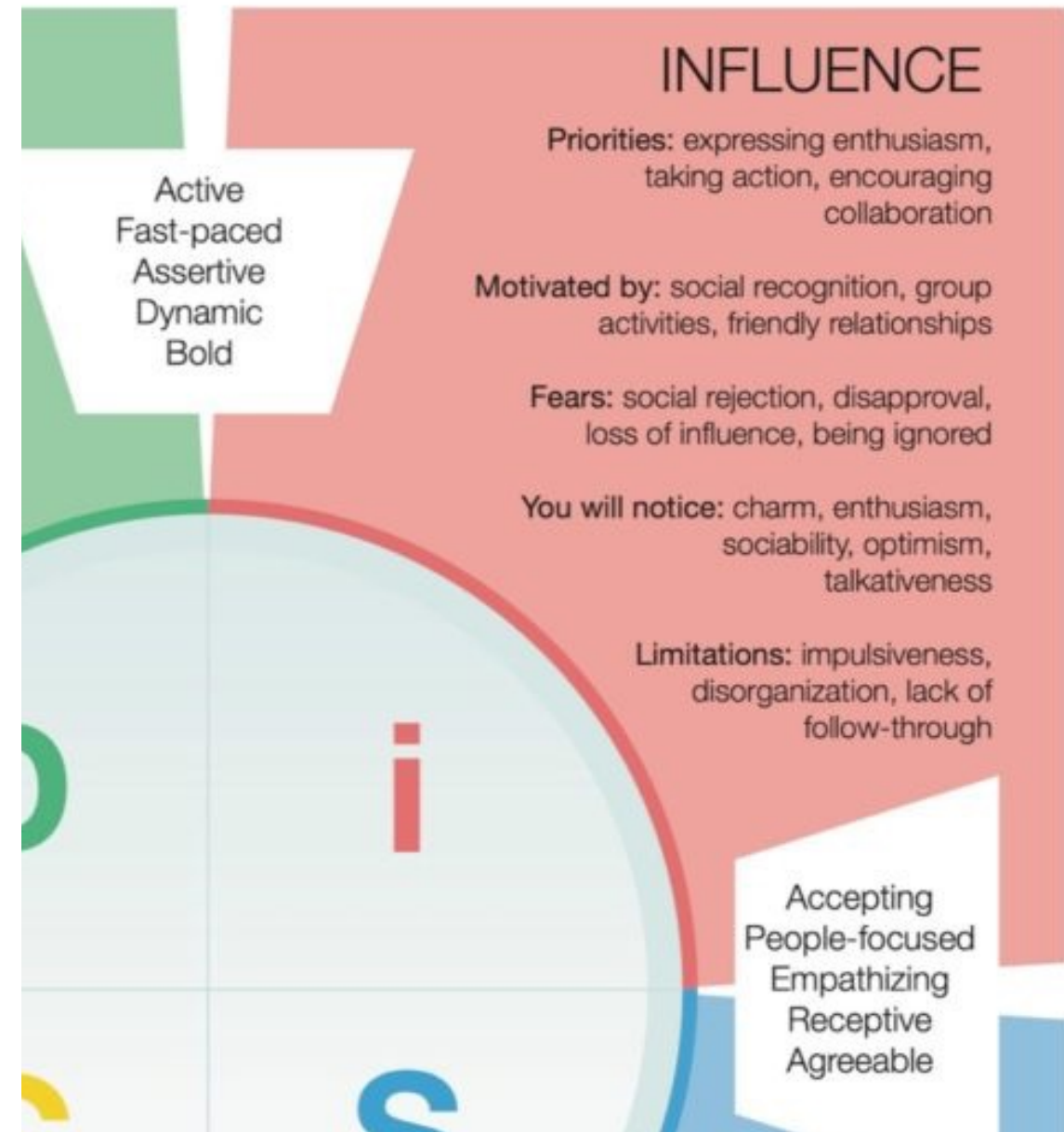
# Working with an Advancer

- Get stuff done
- Take initiative, be proactive
- Be independent
- Be prepared, direct, and concise
- Bring solutions, not problems
- Change complaints to requests
- Keep it professional
- Oppose strategically
- Present ideas in terms of how it increases efficiency



# Working with an Energizer

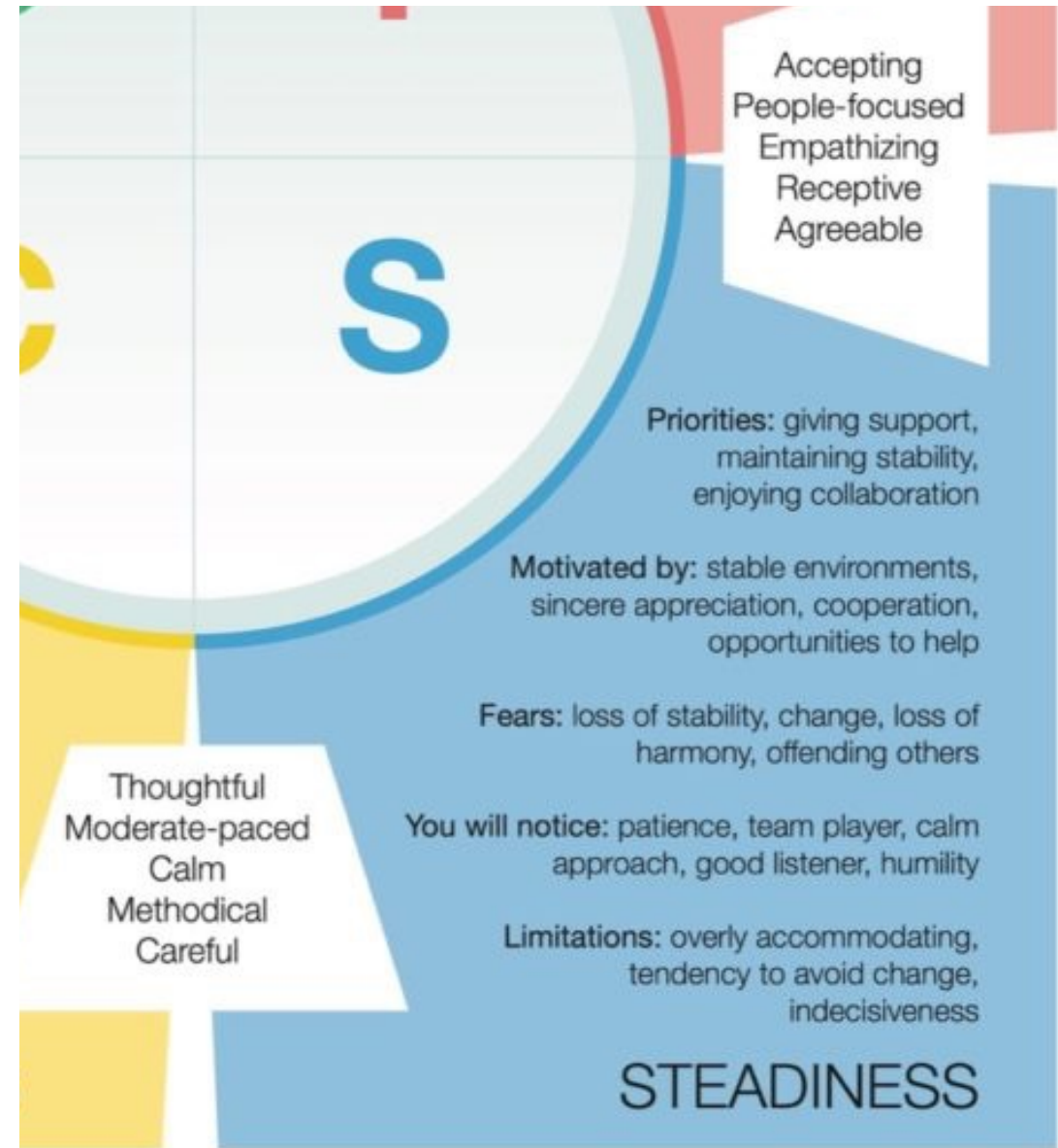
- Give recognition
- Build the relationship
- Embrace the frequent change
- Express positivity and enthusiasm
- Bring problems and half baked ideas and brainstorm together
- Plan and execute
- Communicate ideas in terms of how it's innovative





# Working with a Harmonizer

- Be team oriented/a team player, develop relationships with team members
- Remain calm and composed
- Help with decision-making, collaborate and get buy-in
- Propose incremental change, with detailed plan
- Seek out opportunities for growth
- Communicate ideas in terms cohesion, safety, adherence to policy or guidelines



# Working with an Evaluator

- Focus on quality over quantity
- Avoid surprises
- Learn from criticism, don't take it personal
- Be prepared with data and facts, appeal to the logic and objectivity
- Be patient and persistent, create timelines and clear processes
- Communicate ideas in terms of creating order, and increasing accuracy, reliability, and quality



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# Reflection

- Where do you think you land on the DISC chart?
- Where do you think your boss lands?
- How do you compliment one another?
- How do you frustrate one another?
- What can you do differently, more of, less of to help you succeed with your boss?
- What can you do differently, more of, less of to help your boss succeed?
- What do you want more of or less of from your boss?
- What might your boss want more or less of from you?

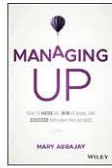
# Difficult Boss Archetypes

- Micromanager
- Absentee Manager
- Narcissistic Manager
- Impulsive Manager
- The Pushover
- The BFF
- The Workaholic
- The Incompetent Manager

# Questions & Key Takeaways?

# 50 Quick Tips

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## Managing up: How to Move up, Win at Work, and Succeed with Any Type of Boss

By: Mary Abbajay - 3h 24m

Publisher: John Wiley & Sons (US) © 2018



★ 5 (1)

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AA

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### Chapter 22: Bonus Tips – 50 Ways to Manage Your Manager

*“Every success story is a tale of constant adaption, revision, and change.”*

—Richard Branson

Managing up is a true art form that has many facets, shapes, and configurations. While the bulk of this book explored managing up based on specific personality traits and behaviors, the list below contains our top 50 tips for managing up *normal*, *everyday* bosses. Consider them the basic tenets of managing up. Enjoy, and good luck!

#### 1. Build the relationship/foster a partnership.

Take the time to really build a relationship. Get to know your boss. Learn about who he is. Learn about what she's done. Have coffee now and then. Show him that you share his goals. Show her that you can be counted on to achieve organizational priorities. Be a human being.