



November 29, 2023

& January 3, 2024

Managing Up

Lauren Ellington

Managing Up (recap)

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 (recap)

- 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 (recap)

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

Expressions (recap)

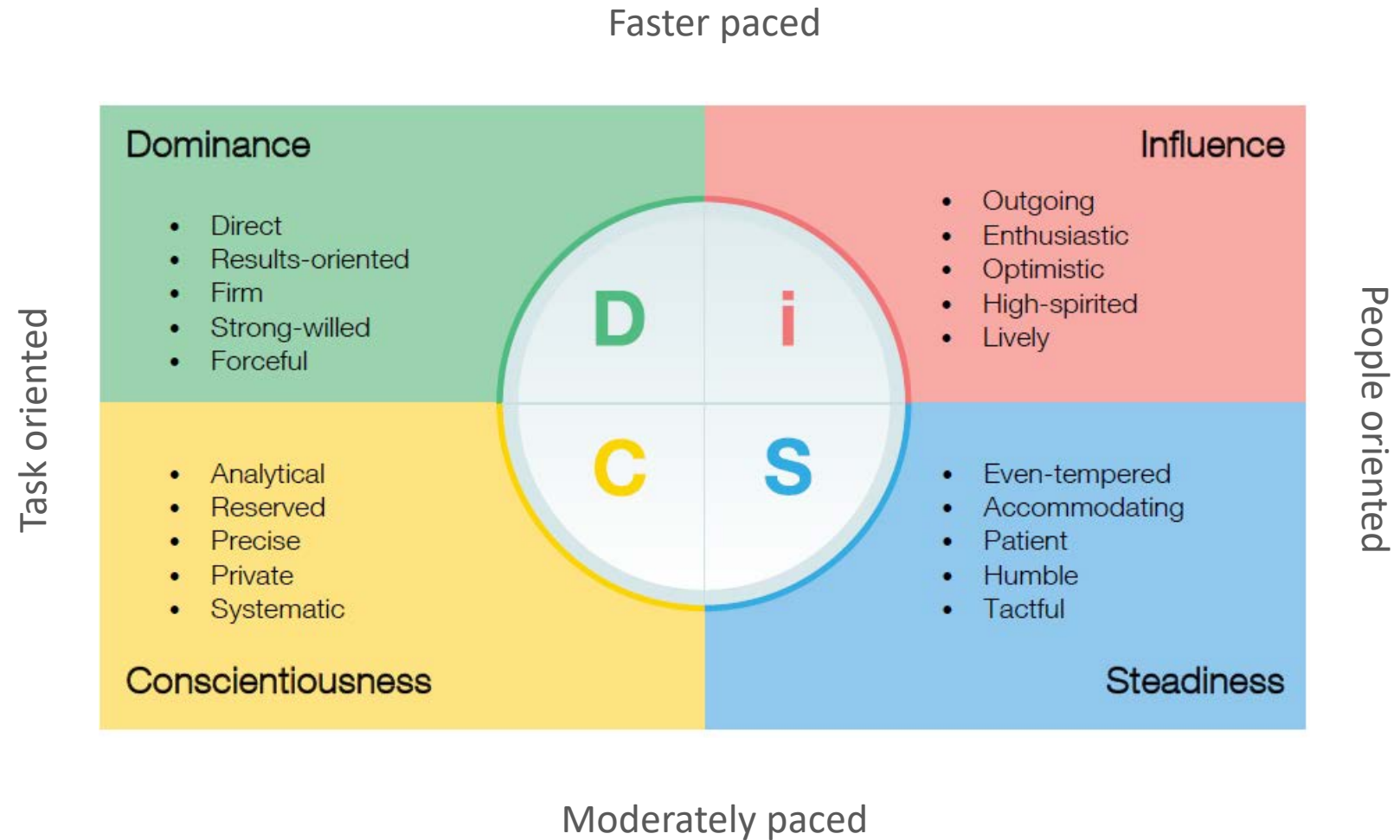
Extroversion	Introversion
<ul style="list-style-type: none">• Readily shares information (sometimes overshares)• Regularly has team meetings, enjoys meetings• Talks a lot in meetings, can be long-winded• Has an open-door policy, loves drop ins and walk abouts• Enjoys engaging and relationship building• 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	<ul style="list-style-type: none">• 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 (recap)

If you have an extroverted boss	If you have an introverted boss
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

Workstyle Preferences/DISC (recap)

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



Difficult Boss Archetypes

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

Micromanager

Signs:

- Denies autonomy, very short leash, wants to review and approve everything
- Schedules lots of meetings and check ins
- Unilaterally sets goals and makes decisions
- Dictates not just the what, but also the how
- Hoards information

Drivers:

- Insecurity
- Anxiety
- Perfectionism
- Lack of trust

Strategies

- Don't resist, develop trust
- Be proactive
- (over) Communicate
- Consistently deliver high quality work
- Get curious
- Look inward & look around
- Give it time

Absentee

- **Signs:**

- Offers very little guidance/support
- Rarely available
- Has very little idea what's going on with your work
- Does not help set goals, priorities, or expectations

- **Drivers:**

- Hands-off by choice
- Too busy boss
- Checked out
- Technical expert

Strategies

- Get on the calendar
- Keep communicating
- Clarify expectations
- Do your job
- Be a self starter
- Build strong team relationships
- Become the go-to person
- Find a mentor

Narcissist

- **Signs**

- Overblown ego, need for praise
- Credit claimers, self promoters
- Blamers & shamers, can't take criticism
- Exploitive, ethical ambiguity

- **Drivers**

- Ego
- Need to feel superior
- Need to be admired, esteemed
- Need for external validation
- Need to protect self image (self worth)

Strategies

- Express gratitude & praise
- Resist the urge to gossip, vent, or commiserate to coworkers
- Appeal to the image and reputation
- Challenge with caution
- Learn what you can
- Compartmentalize their behavior
- Protect your image
- Don't get sucked into the web

Impulsive

- **Signs**

- Whirlwind of ideas
- Constantly shifting priorities
- Unfocused
- Shoots from the hip

- **Drivers**

- Creativity, innovation
- Easily bored, change oriented
- Inexperience
- ADD/ADHD

Strategies

- Refocus the energy
- Be open-minded
- Explore ideas
- Provide gentle reality checks
- Recap and keep track
- Keep calm and carry on
- Discuss boundaries & bandwidth
- Triangulate for clarity
- See things through and execute

Pushover

- **Signs**

- Lacks clear direction
- Flip flops and/or ducks decisions
- Avoids conflict, feedback, and accountability
- Goes with the flow, stays in the comfort zone, abandons advocacy

- **Drivers**

- People pleasing
- Insecurity/lack of confidence
- Fear of failure
- Inexperience

Strategies

- Get to know your boss
- Make your boss look good
- Hone persuasive skills
- Actively seek feedback
- Help fill the leadership vacuum
- Focus on your own work

Workaholic

- **Signs**

- Lives to work
- Sends emails at all hours
- Little regard for bandwidth
- Unrealistic expectations and turnaround times

- **Drivers**

- Ambition
- Personal Passion
- External pressures
- Industry norms
- Unfulfilling personal life

Strategies

- Pinpoint the specific issue
- Check your assumptions
- Verbalize needs while expressing dedication and desire to meet expectations
- Maximize productivity
- Prioritize
- Promote your progress
- Consider whether there's flexibility in your schedule
- Ask about expectations before starting a job, "what does it take to be successful here?"

Incompetent

- **Signs**

- Makes poor decisions, hires the wrong people
- Avoids decisions, prefers inaction, misses opportunities
- Passes the work
- Keeps others in the dark
- Misses deadlines

- **Drivers**

- Lacking managerial skills
- Lacking technical expertise
- Lacking experience
- Lacking confidence

Strategies

- Check yourself
- Pinpoint specific problems and address specific deficiencies
- Complement and compensate where possible
- Help your boss learn
- Be empathic
- Find what they do well
- Find a mentor

Questions & Key Takeaways?

50 Quick Tips

Home > Search



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)

Add a rating



Contents

Overview



AA

Full screen

Poachers

Discover the Drivers:
Understanding the Seagull

Proven Strategies to Manage up
the Seagull

20. The Truly Terrible – Psycho Crazy
Bully Tyrannical Screaming
Egomaniacs

Overview

Signs of the Truly Terrible

21. It's Okay to Quit

Overview

Should You Go or Should You
Stay?

22. Bonus Tips – 50 Ways to Manage
Your Manager

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.