

Managing Up

How to Succeed With Any Type of Boss

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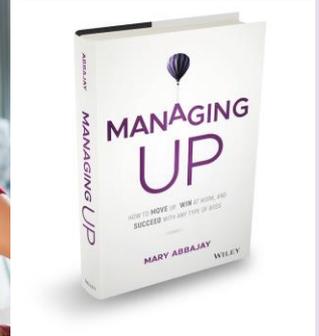
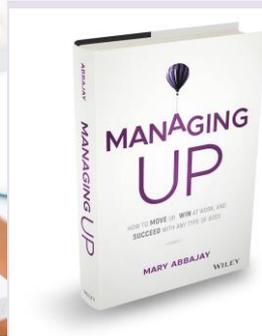
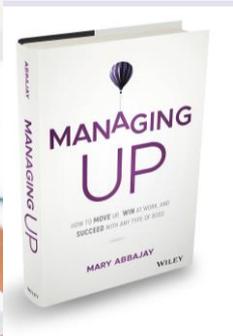
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Author: *Managing Up*



Session Objectives

- ❖ Reasons to Manage Up
- ❖ Understand the essentials of Managing Up
- ❖ Learn strategies for several “normal” and “difficult” boss types
- ❖ Dealing with the Truly Terrible
- ❖ Know when to go



Career success requires

TRUTH

more than technical skills!

The Work World is A Social System



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
- ❖ Most schools don't teach managerial skills!

The True Costs of a Bad Boss

75% of U.S. workers **say** their **boss is the worst** part of their **job**



Bad bosses cost the world economy an estimated **\$360 billion** in productivity



Workers with bad managers are **60%** more **likely** to suffer **heart trauma**



A Spectrum of Experience



This is **NOT** Managing Up



What is Managing Up?

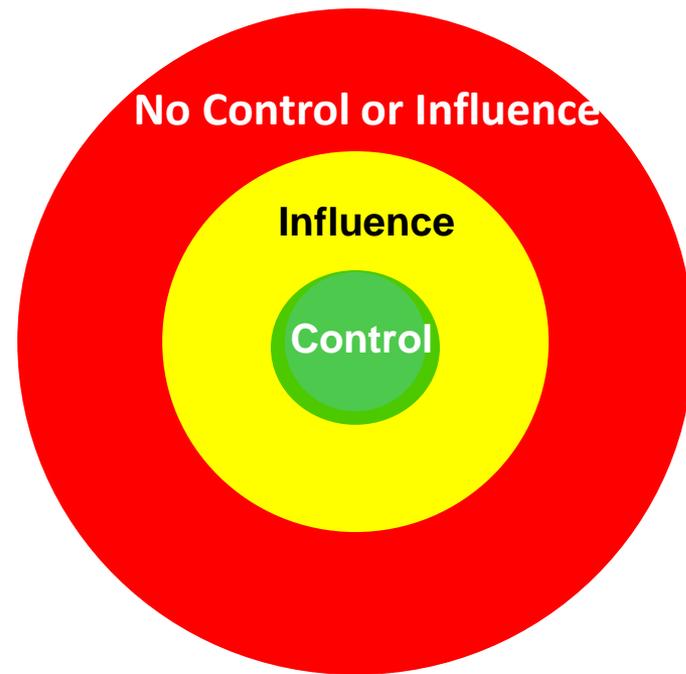
“Managing Up”

is consciously working with “higher ups” to obtain the best possible results for **you, your boss,** and the **organization.**



Circle of Control & Influence

Skillful behaviors and **choices** can increase your ability to influence





The F Word

The Importance of Followers

- ❖ On average, leaders contribute no more than 20 percent to the success of most organizations
- ❖ Most people 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

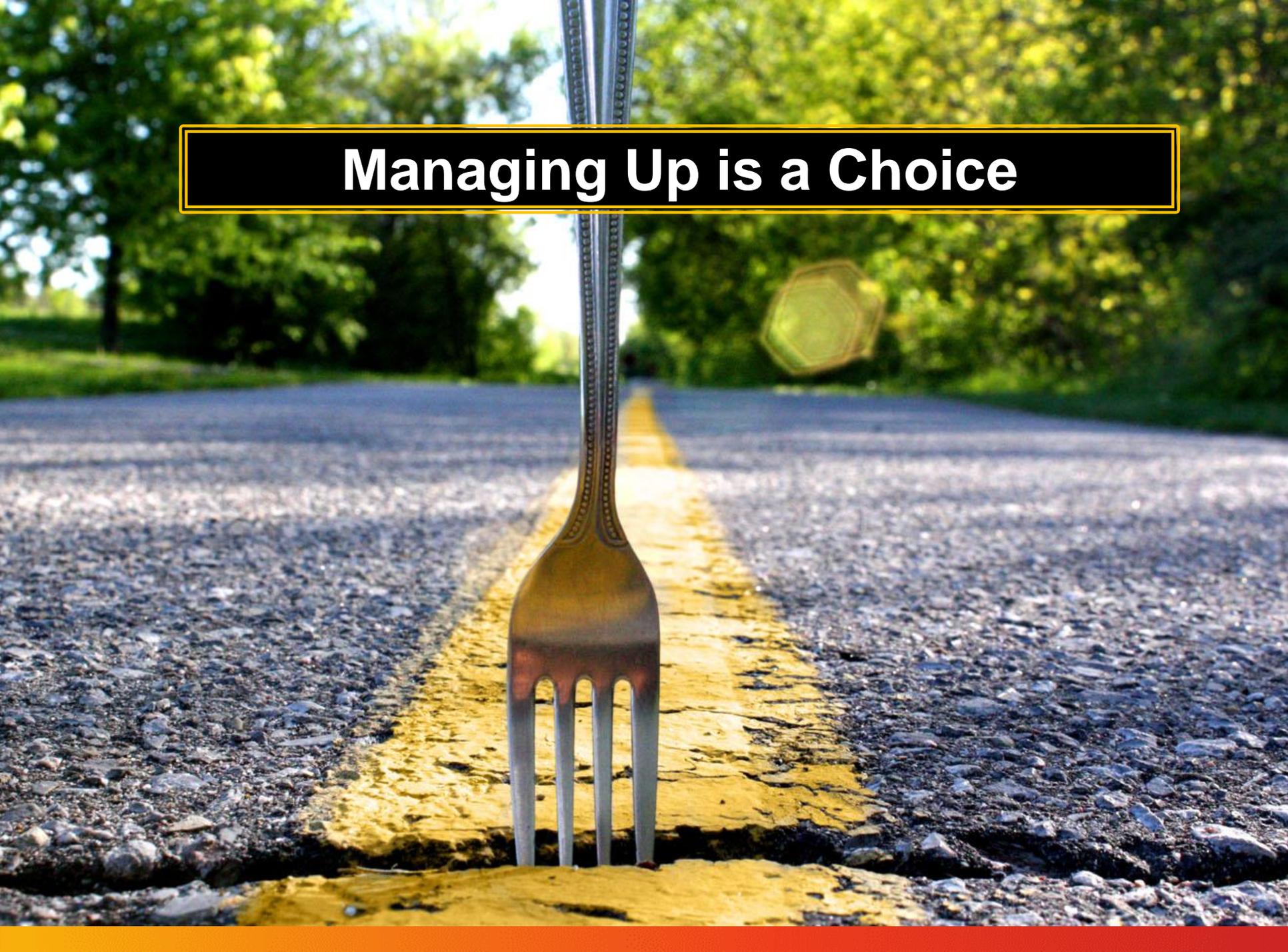
**The adaptive skills
you use to manage
up, are the same skills
you will need to
manage down**



OBSTACLES TO SUCCESS!





A silver fork is stuck vertically into a crack in a yellow-painted asphalt road. The road is flanked by green trees and a clear sky. The text "Managing Up is a Choice" is overlaid on the image in a black box with a yellow border.

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**

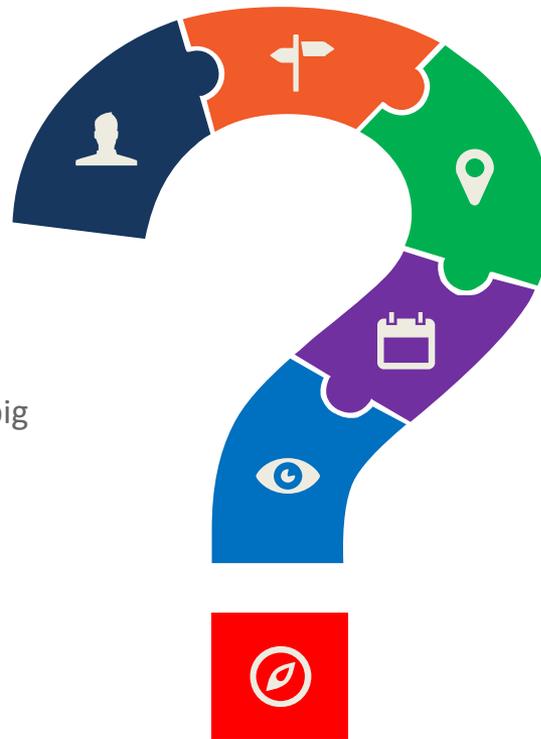
How does your boss prefer to communicate? Are they introvert or extrovert?

- **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 are your preferences, priorities and pet peeves?
- ❖ 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?



Five Tips That Always Work

Bring Solutions—not Problems!

Never bring a problem without at least one solution!

01

Accept Feedback!

Look for ways to take action on feedback

Respect her time!

Your boss is busy—be prepared when meeting with her!

02

03

Build & Compensate!

Support his strengths, bolster his weaknesses!

04

Be Proactive!

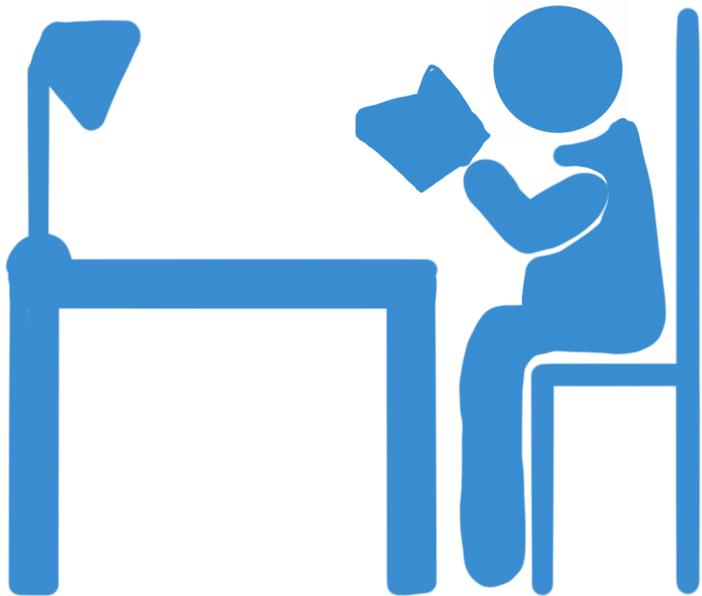
Anticipate your boss' needs. Don't wait to be asked!

05

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 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
- ❖ **WAIT!!!!**



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



**Difficult
Boss Types**



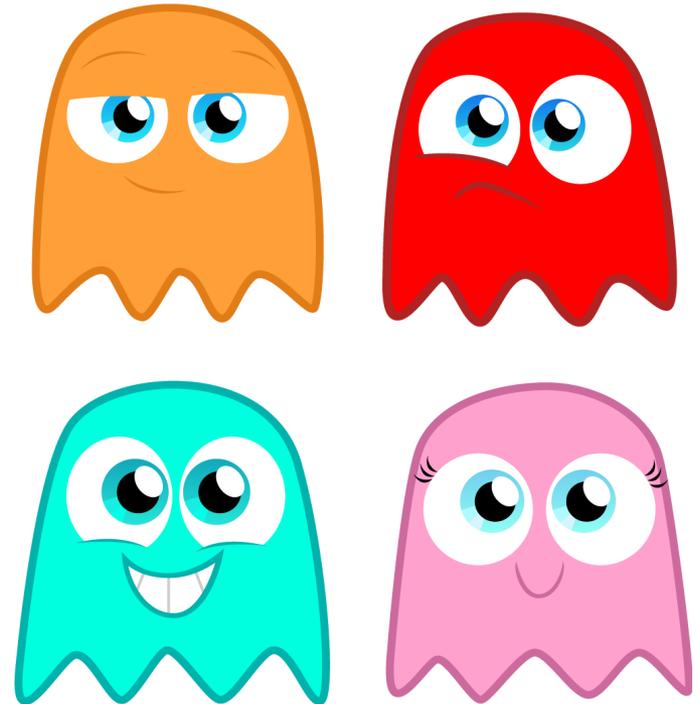
Hands On.

The Micromanager



Hands Off.

The Hands-Off



Too Much Work. Too Much Chaos.

The Workaholic



The Impulsive



Which Boss is **Hardest** for You?

- **Micromanager**
- **Hands off / Ghost**
- **Workaholic**
- **Impulsive**



Who Might **You** Be?

- Micromanager
- Hands off / Ghost
- Workaholic
- Impulsive



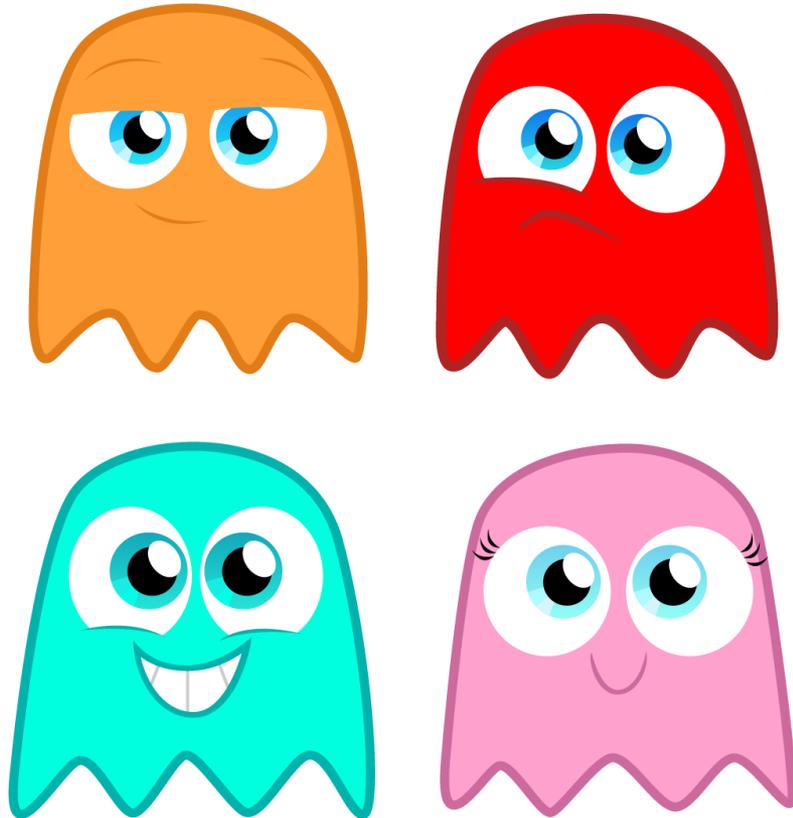
Strategies: Micromanager

- ❖ Don't take it personally
- ❖ Offer regular updates and status reports proactively!
- ❖ Over communicate!
- ❖ Anticipate their involvement



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Strategies: Hands-Off Boss



- ❖ 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!



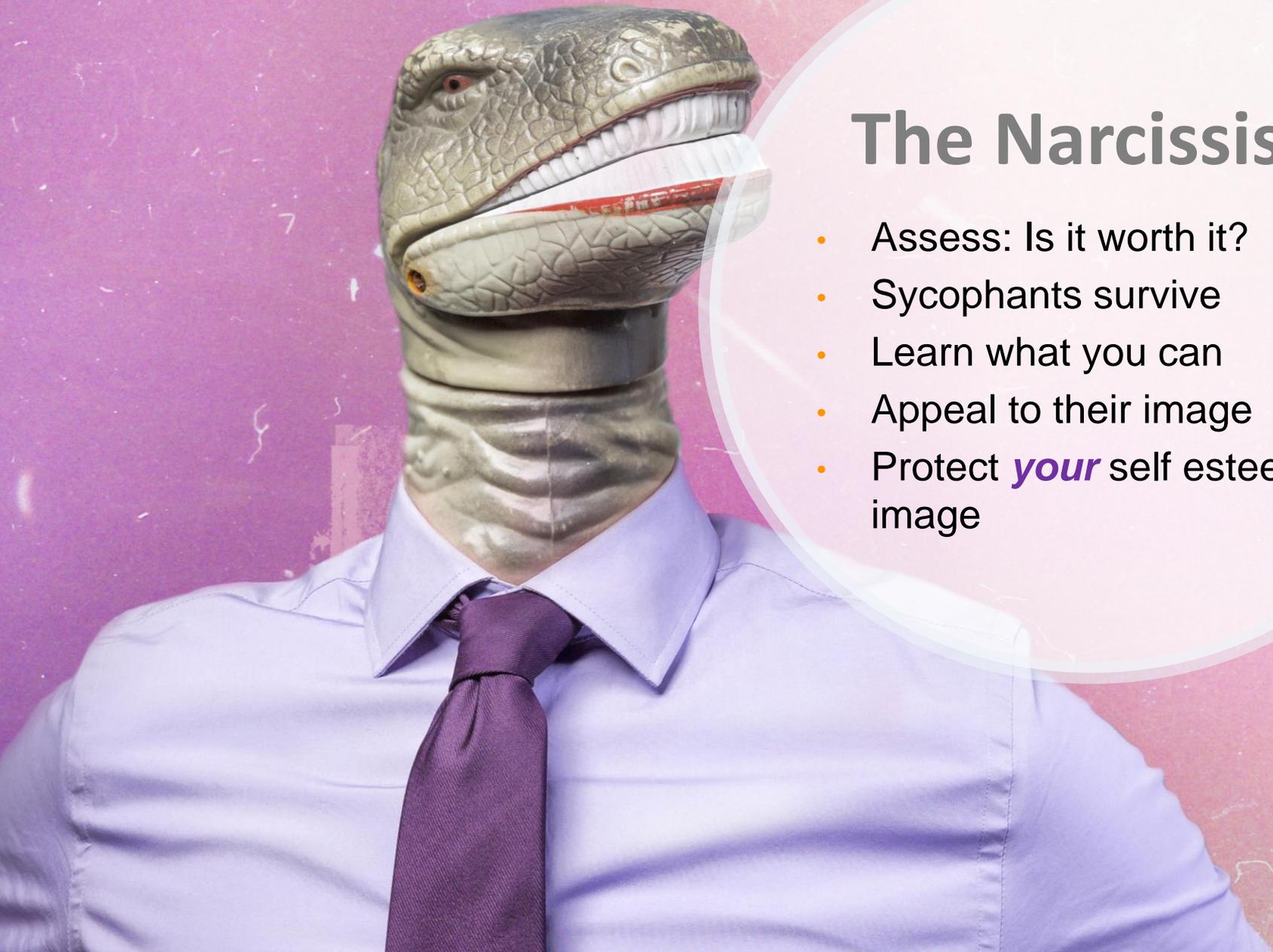
Strategies: The Impulsive



- ❖ 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



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!

Final Tip: Be A Boss Detective!

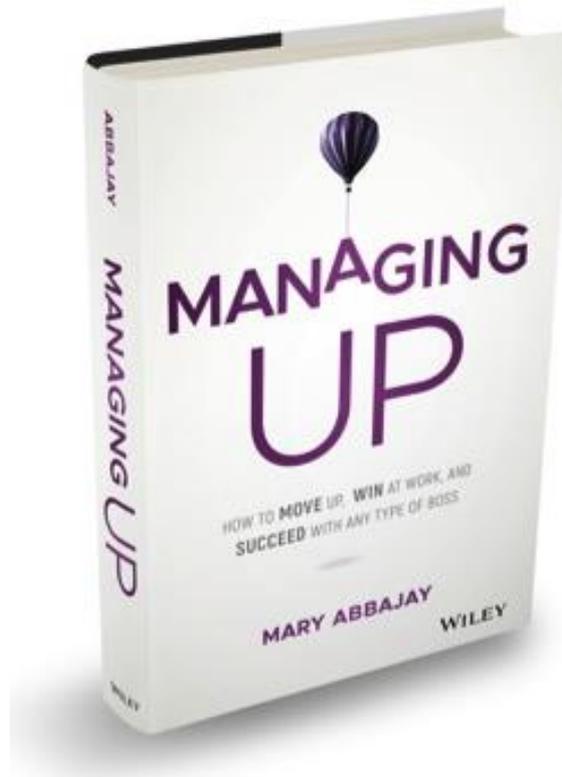
- ❖ Watch, observe and notice preferences and style
- ❖ Watch and observe: who's in, who's out
- ❖ Ask the boss
- ❖ Adapt, adapt, adapt! (Don't resist what is 😊)
- ❖ Help your team manage up to you!



Praise for managing Up!

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*



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