

Managing Up, Down, and Around

Rich Orbé-Austin, PhD
Dynamic Transitions Psychological Consulting

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Session Objectives

- To discuss the distinct challenges of management
- To distinguish the varied needs of managing up, down, and around
- To identify strategies to skillfully manage in all directions
- To learn how the STRIVE model of leadership can increase managerial effectiveness
- To explore questions related to different management needs

Session Objectives

- What is one goal you have for this session?
- What skills or knowledge do you wish to obtain from this session ?
- What behavior change do you wish to implement after today's session?

Management Objectives

“ Management is the opportunity to help people become better people. Practiced that way, it's a magnificent profession.”

- Clayton Christensen

Not the Golden Rule

“ Practice Golden Rule #1 of Management in everything you do: Manage others the way you would like to be managed.”

-Brian Tracy

Management Differences

- **Managing Down** - providing support, direction, and evaluative guidance to direct reports to develop and grow skills
- **Managing Up** - facilitating a process whereby you anticipate & respond to your supervisor's needs and goals; are excellent at responding to feedback; making a favorable impression and engendering trust in your reliability, judgment, and performance
- **Managing Around (Laterally)** - engaging with peers in such a way that increases trust, supports collaboration, and ensures that everyone's needs/goals are being met

Why Do We Need Management

- Order
- Insight
- Productivity
- Direction
- Guidance
- Control
- Growth

Managing Down

- One of the key goals of managing down is supporting the growth and development of your direct reports
- Requires a different skill set than front line execution
- Involves personalized engagement and assessment of distinct needs

Managing Down

- **STRIVE™ MODEL OF LEADERSHIP**
- **Safety**
- **Talent Support**
- **Reflection on Results**
- **Innovation**
- **Vision**
- **Enthusiastic Execution**

SAFETY

- Transparency, especially about job security or other job-related concerns (e.g. promotion/role change)
- Fairness (not equally but fairly), but firmness
- Clear and consistent communication (especially about performance)
- Conflict management not avoidance
- Respect and growth mindset toward job-related errors

TALENT SUPPORT

- According to a Gallup survey, only **21%** of employees feel that their performance is managed in a way to motivate them to do outstanding work

TALENT SUPPORT

- Opportunities for effective training & development; be a patient teacher
- Clear path for advancement (criteria for promotion)
- Advocacy for their growth and advancement
- Set reasonable expectations with consistent feedback and evaluation
- Recognition of unique needs of direct reports and adjusting managerial style accordingly
- Enable them to have a voice in the department, within limits
- Mentorship/Sponsorship and networking opportunities

TALENT SUPPORT

6A's of Work Values

- **Achievement** - have an opportunity to demonstrate their competence and feel accomplished
- **Autonomy**- have an opportunity to control their work lives and demonstrate self-efficacy
- **Appreciation** - feel that they are valued, have a voice, and are well-respected

TALENT SUPPORT

6A's of Work Values

- **Affiliation** - feel that they are part of a team/ organization; contributing to something bigger than themselves
- **Authority** – feel that they are taken care of and have clear direction; OR feel they have the power to impact the work and the team
- **Acceptance** - feel that they fit in and are embraced for their unique contributions/characteristics

REFLECTION ON RESULTS

- **70% of supervisors say they are uncomfortable providing feedback**
- Make feedback a normative and ongoing process
- Summative (annual review) and formative evaluation (how to give and receive feedback and how to collect data - tracking, surveys, focus groups, individual interviews)
- Develop an outcomes-based environment without sacrificing Safety and Talent Support
- Provide reports about progress of organizational goals and how department/individual contributed
- Celebrate small victories

INNOVATION

- Seek creative solutions to problems; tolerate failure & iteration
- Support a Growth Mindset- taking risks and trying new approaches to common challenges
- Construct an environment for unique, maybe even boundary-pushing, thought not groupthink
- Understand staff composition (e.g., introverts vs. extroverts) and seek innovative ideas in various ways (e.g., one-on-one, virtual ideas box, etc.)

VISION

- Consistently clarify Mission AND Emerging Needs
- Clearly articulate the path forward
- Provide future directions
- See things that others don't (e.g., anticipate what is on the horizon)
- Create a growth culture and a willingness to take calculated risks

ENTHUSIASTIC EXECUTION

- Identify desired outcomes
- Create an atmosphere of execution (e.g., don't meet just to meet; set agendas and a workplan)
- Be decisive but not impulsive - change is primarily emotion focused
- Demonstrate joy in the process

Managing Up

- Learn Your Supervisor's Communication Style/Preferences
 - Correspondence (e.g., email, in person)
 - Meetings (e.g., scheduled or on the fly)
- Recognize Supervisor's Pet Peeves/Pain Points (e.g., unresponsiveness to email or failure to communicate progress on a project) and avoid enacting them
- Demonstrate Willingness to Stretch and Contribute Above Job Title
- Consistently Offer Solutions not Problems
- Anticipate Concerns and Respond to Them (e.g., impending deadlines, etc.)
- Set Appropriate Boundaries but Connect Interpersonally

Managing Around (Laterally)

- Clearly Communicate Your Intentions and Goals
- Learn Colleagues' Communication Style/Preferences/Pet Peeves
- Build a Personal Connection to Establish Trust/Comfort (e.g., Small Talk)
- Understand Territory/Boundaries
- Seek Win-Win Solutions and Collaboration
- Contribute to Colleagues' Victories with No Agenda of Immediate Reciprocity
- Help Colleagues Solve Problems which may not be Your Own
- Use Abundance not Deprivation Mentality
- Deal with Conflict Respectfully (Don't Avoid)

Keys to Managing Effectively in All Directions

- Actively Listen
- Constantly Improve Communication
- Build Trust and Identify Allies
- Establish a Working Relationship (Personal Connection)
- Manage Conflict
- Seek Feedback about Blind Spots/Growth Areas
- Create a Visible Presence and Understand Social Power

Active Listening Skills

- What are they?
- Examples?

Active Listening – Attending Skills

- **Attending**
 - Refers to the way listeners orient themselves to speakers both physically and psychologically
- **Clarifying**
 - Asking for clarification on particular points
- **Paraphrasing**
 - Rephrasing the statement that you just heard from the other person
- **Reflecting**
 - Being empathic and communicating the emotion behind the message
- **Summarizing**
 - At the end of the communication, paraphrasing what has been said and asking for clarification on any details that may have been left out
- **Minimal Prompts**
 - Uh-huh, mmm, yes, tell me more, and..., really

Direct and Open Communication

- In open communication environment
 - Employees feel free to express opinions, voice complaints, and offer suggestions to each other and their superiors
 - Sense of trust, collaborative, and supportive environment
- Straightforward and direct communication
 - Don't go around the bend; people may confuse what you are saying
 - Honest and respectful interaction (2 way)
- Understand the message that you are trying to communicate
 - Take some time before the interaction to be clear
- Keep the emotional aspect professional and to a minimum

Negative Communicators

- Consistent excuses for lateness, absence, poor performance; lack of accountability
- Emotional reactivity, especially to feedback
- Down, angry, and negative expressions
- Complaining, even if in a joking manner
- Distant and disengaged work behavior
 - Even if you are shy

Creating an Open and Supportive Environment

- Be supportive to other colleagues when appropriate
 - Offer a helping hand when needed
- Approach people for requests with respect & not demands
 - No matter what role they hold in the company
- Be friendly and engaging, but don't spend the majority of your time being social

Feedback

- How are you with receiving feedback?
- What about giving feedback?

Openness to Feedback

- Non-defensive, open, and willingness to learn stance
- Ask for specific actionable outcomes or suggest some based on feedback
- Ask for another meeting in a reasonable period to follow-up on feedback

Giving Feedback

- Be direct yet clear & compassionate (e.g., tangible behavioral concerns- such as missing deadlines)
- Provide specific, actionable outcomes and strategies for improvement
- Revisit progress in reasonable time periods (e.g., quarterly) and keep lines of communication open

Managing Conflict

- Reduce immediate emotional reactivity
- Reflect on where the point of difference is
- Consider alternative, compromise solutions
- Take responsibility for your role in the conflict
- Seek to directly address when emotions are lowered; as soon as possible
- Engage a third party mediator if necessary

Social Power

- Coercive – power to punish; can damage trust
- Reward - not always helpful/can also damage trust
- Informational - most transitory
- Expert - impact of knowledge
- Legitimate – based on formal role
- **Referent** - most powerful and sustaining

Improving Management Skills

- Name two strengths of your managerial style in managing up, down, and around
- Name two areas for further development in managing up, down, and around
- Identify your 2 short term goals (3-6 months) for improving your managerial style

Recommendations

- Set clear management development goals with timelines (6 and 12 months) to evaluate progress
- Seek management training
- Consider the use of an internal or external coach
- Explore completing a 360 review
- Ask for more informal feedback from supervisor, direct reports, and colleagues