



MANAGING UP: THE SECRET WEAPON OF CAREER SUCCESS

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01 What Is
Managing
Up?

02 Why
Should We
Do It?

03 Managing the
**Clueless
Chameleon**

04 Managing the
Micromanager



01 WHAT IS MANAGING UP?

Managing up - Taking things off your boss' plate and helping them be more effective! Sometimes this means helping them help you.

What Does “Managing Up” Look Like? The employee who actively “manages up” is one who often....



Anticipates problems and actively works to prevent them



Adjusts their style and approach to better fit their manager's preferences



Is particularly flexible and willing to take on the “dog” projects that no one wants



Speaks truth to power when necessary

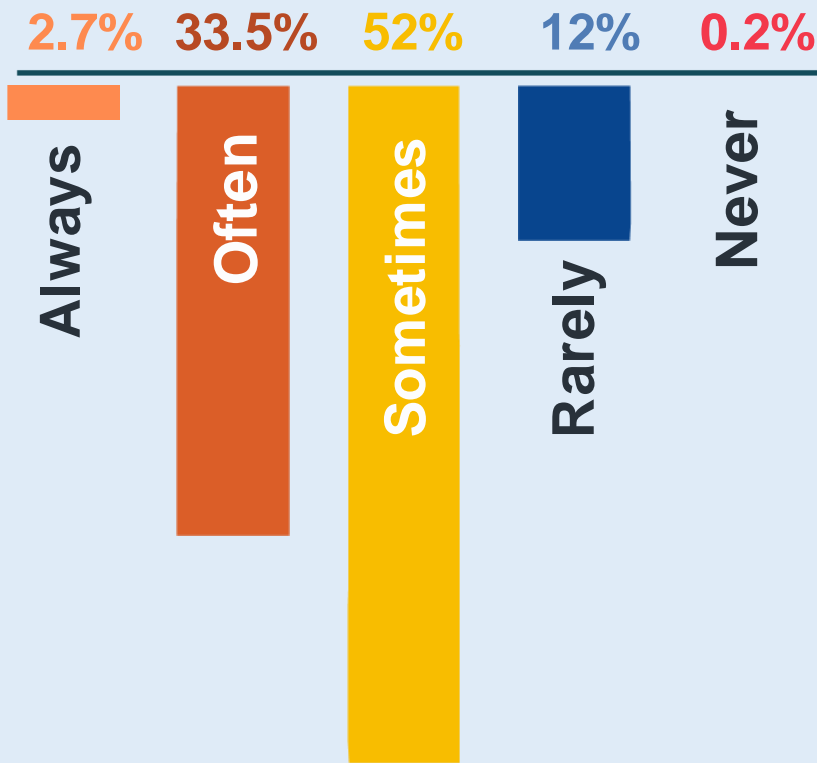


Learns to navigate prickly or difficult boss personalities



MANAGING UP SURVEY FINDINGS

How often have you experienced "difficult" bosses or senior leaders over the course of your work history?

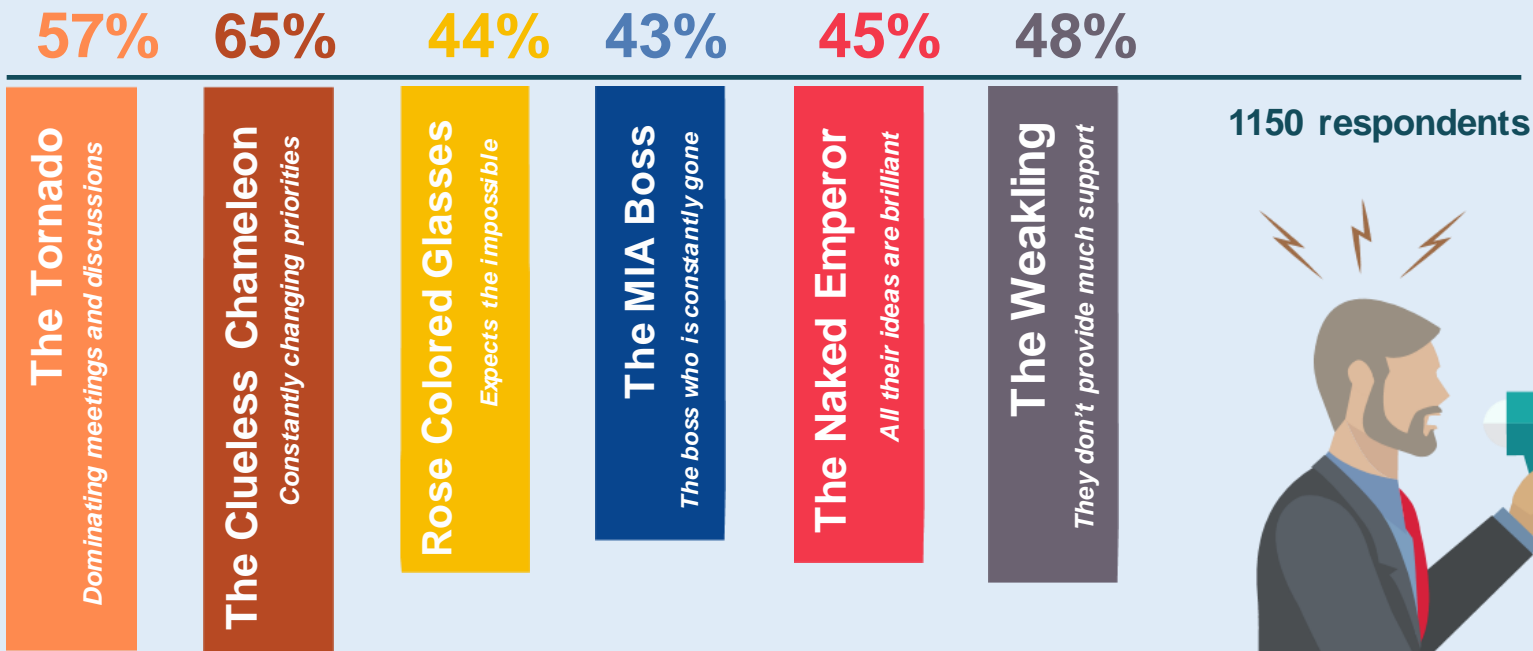


Only 2 of 1172 respondents said they'd never encountered a difficult boss/senior leader!



MANAGING UP SURVEY FINDINGS

Which types of "difficult boss" behaviors have you personally encountered?



1150 respondents

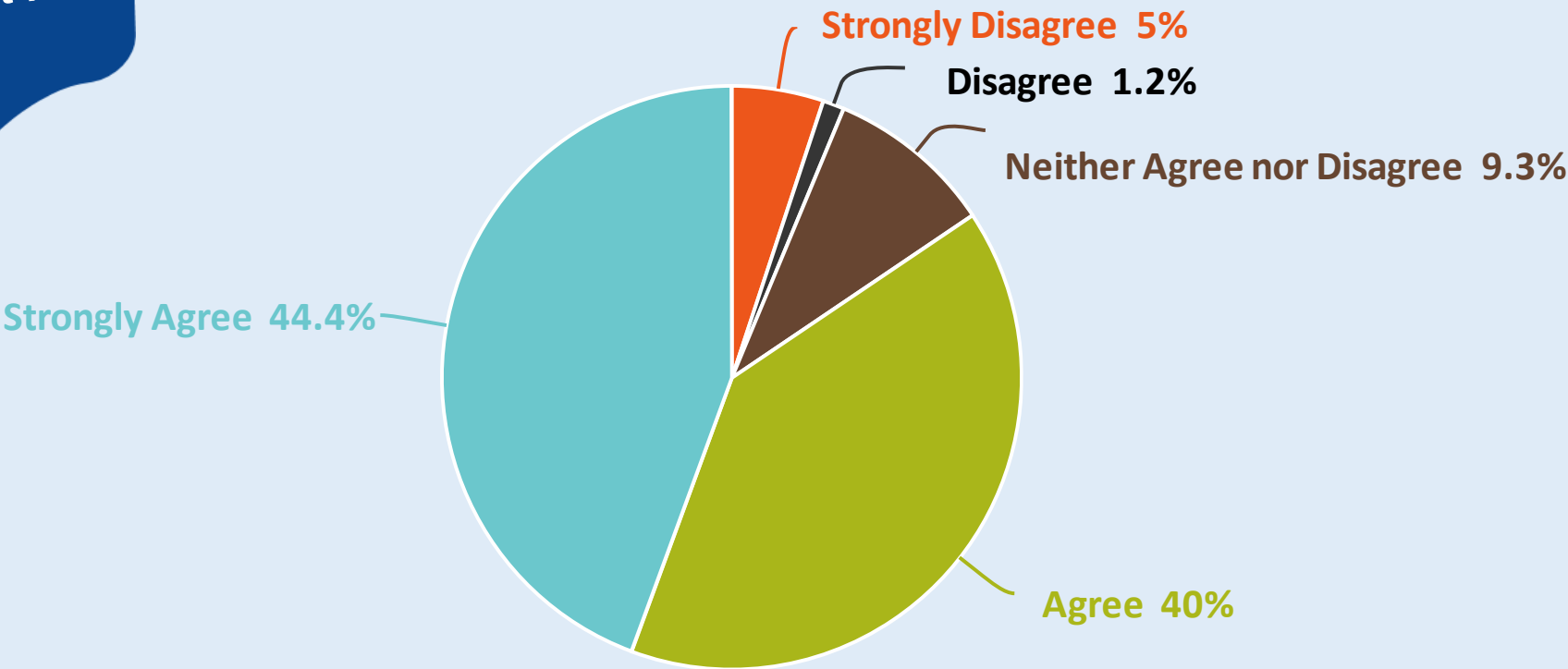


MANAGING UP SURVEY FINDINGS

Over **84%** of respondents agreed that Managing Up is an important skill set for success!

Do you agree that "managing up" is an important skill set for success in most organizations?

1172 respondents



CONSIDER THIS SCENARIO

You just left another confusing meeting with your manager Shelly. She means well and the team likes her, but trying to figure out what she really wants is like playing a weekly game of scavenger hunt. As soon as you think you're clear on her goals/expectations it seems like she seems to shift priorities, assumptions, or focus. You're starting to worry that even though she may not be clear on what she wants, you'll still take the blame when it's not delivered.

What do you do?



03 MANAGING THE CLUELESS CHAMELEON

Clarify/prioritize the triple constraints early and often

Develop a “mock up” for key deliverables (e.g. Specify length, format, scope, etc.)

Obtain signatures on the project charter

Define critical success factors and ask for what you need early!

Identify/document in scope and out of scope items

Identify their “soap box” issue early and stress WIIFT

Explicitly ask how they will define success for the project



SAMPLE PROJECT CHARTER ELEMENTS

Project Deliverables	Project Name/ Objective	Project Sponsor	Project Stakeholders
Triple Constraint Expectations: Timing, Budget, Scope	In/Out of Scope Elements	Team Member Roles and Responsibilities	Risks
Critical Success Factors	Assumptions	Project Success Criteria	<i>Signatures</i>





CONSIDER THIS SCENARIO

You've been asked to lead a new task team, but your boss Lynn has been flooding you with so many questions, suggestions and requests for updates, that you're not getting much work done. Jane's great, but her micromanaging nature is driving you crazy! It feels like she doesn't really trust you to lead the team, and it's also causing problems with others when they get conflicting messages from the two of you. She's your boss so you need to tread lightly of course. You certainly don't want to create an environment of animosity, but the micromanaging is really becoming a problem.

What do you do?

04 MANAGING THE MICROMANAGER

Identify the root cause of the micromanaging behavior

Ask for clarity on roles and responsibilities

Involve them in kickoff activities and propose a reasonable check in schedule

Highlight the opportunity cost of extensive updates

Push back if necessary

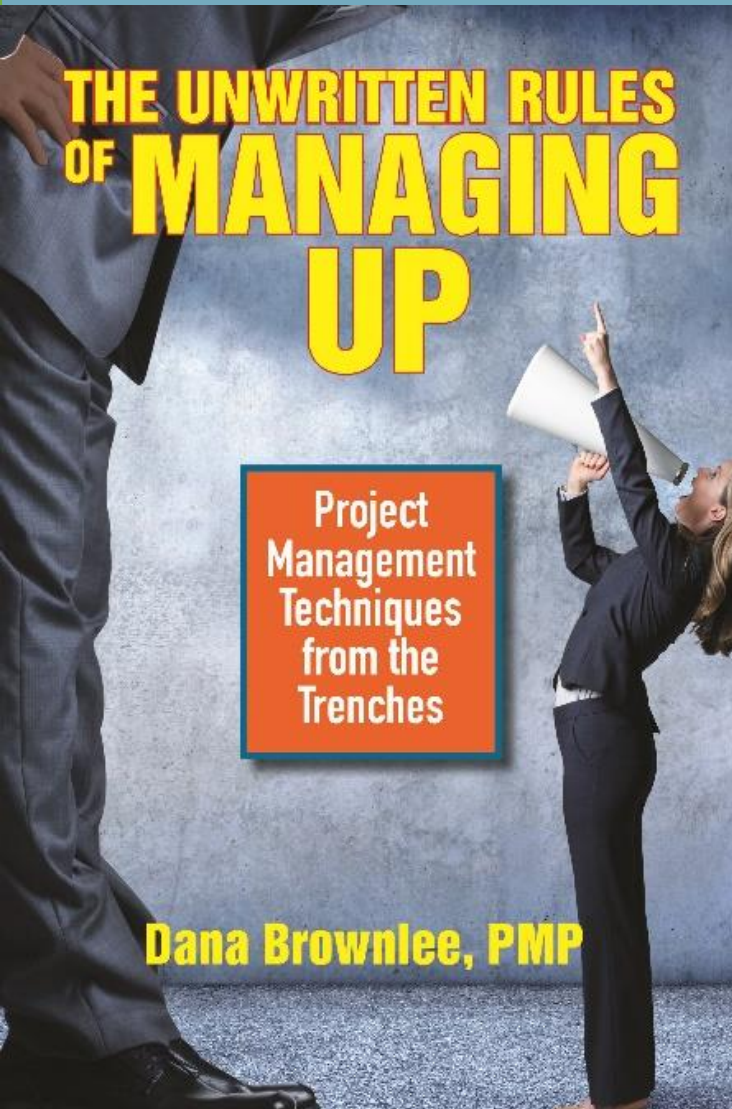


SAMPLE ROLES CLARIFICATION TABLE

Project/Task Area	Lead	Comments
Conduct customer interviews	SB	SB to engage AB for support as needed only. SB to include relevant feedback as appropriate in weekly updates.
Develop draft requirements document	SB	SB to engage AB for support as needed only. SB to include relevant feedback as appropriate in weekly updates.
Approve requirements document	AB	SB to provide recommendations to AB.
Select preferred suppliers	AB	SB to participate in selection process; AB to make final decision.



FOR MORE INFORMATION



- ❖ Email me @danapbrownlee@professionalismmatters.com to inquire about keynotes, team retreat facilitation, and training workshops
 - Topics include leadership, communications, project management, facilitation skills, managing up, and accountability
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