

How to Influence and Manage Upwards

- Introduction to the topic: "How to Influence and Manage Upwards."
 - Prepare yourself , bring energy to the room
- Inspirational quote by Robert the Bruce highlighting persistence and resilience.



Influencing Senior Leaders Effectively

- Understand leaders' perspectives and priorities.
 - CS and government missions, values, ambitions
- Importance of strategic and empathetic approaches.
 - Empathy mapping – seeing other perspectives
- Align proposals with leaders' goals and vision.
 - Understand styles of communication: stats, written detail, verbal, online
- Building credibility through reliability and knowledge sharing.
 - Develop excellent note-taking skills, ref account managing, plan ahead

Building Credibility

- Share insights and data that support your suggestions.
 - speak to very good sources of knowledge, analysts,
- Avoid manipulation; focus on well-founded arguments.
 - Drafting briefing: understand subject matter, prepare extra evidence
- Position your ideas within the leader's strategic vision.
 - Focus on priorities and targets eg two Ministers: quick-fire analytical with questions versus focussed on understanding, thoughtful

Practical Techniques for Managing Relationships Upwards

- Importance of regular, transparent communication.
 - Honesty, be upfront if something is wrong – solution-centred, provide other options
- Adapt communication style to leaders' preferences.
 - Ask about preferred comms styles: email/one to one/chat? One page subs? Priorities on grammar, font size
- Demonstrate initiative and problem-solving skills.
 - Proactive reaction to requests: listen actively and reflect back adding insights, ask open questions
- Present solutions, not just problems.
 - Work with boss's staff to help achieve your aims and gain insights – understand background ie CO Chief Exec

Communicating with Clarity and Confidence

- Preparation: Know your material and anticipate questions.
- Conciseness: Be direct and focus on critical information.
- Active Listening: Value feedback and build rapport.
- Confidence: Practice delivery and maintain good posture.
- Empathy: Demonstrate understanding and respect.

Conclusion and Key Takeaways

- Building relationships based on mutual understanding and trust.
- Aligning objectives with senior leaders.
 - Attend senior stakeholder talks and read articles relevant to your work
- Importance of resilience and persistence, inspired by Robert the Bruce's spider.
- Encouragement to persist: "If at first you don't succeed, try, try again."
 - Working closely with seniors is rewarding, however it is a constant learning lesson
- Invitation to continue professional growth.
 - Recommend KPMG ILM Level 5 Certificate in Effective Coaching and Mentoring (available via learning portal, civil service learning in UK)