Upward Management;
How to Manage your Manager

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Who is your Manager?
Who is your Manager?

YOUR MANAGER
YOU
Who is your Manager?
Why Do You Need To Manage Your Manager?

- Create positive work dynamics
- Achieve your organization’s success
- Influence decisions to benefit the organization
- Help you and your manager become more effective in your roles
- Achieve Career Success
- Achieve work-life balance
Some Managers are Difficult

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MY COMPUTER IS TOO SLOW. I NEED TO UPGRADE IT.

I NEED A COST-BENEFIT ANALYSIS INCLUDING THE COST OF ALL ALTERNATIVES, AND VICE PRESIDENT APPROVAL.

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Others are Ambiguous

I got a text message from our boss.

"Keep up wrk."

What does that mean?

You just got your annual performance review.
Aloof
Mysterious
Demanding
Dominating
Introvert
Controlling
Indecisive
Difficult
Bureaucratic
Mysterious
skeptical
Passive
Micromanager
Perfectionist
Intermediate
Dominating
Aloof
Interrogator
Aggressive
Leadership styles

- Authoritarian
- Delegative
- Participative
- The Perfect Leader
What Prevents Us From Leading Upward?

- Cultural factor and respect for hierarchies
- Fear of negative consequences
- Dissatisfaction or negative attitude
- Ego

Source: “Leading your Manager” by David Antonioni, University of Wisconsin-Madison
Leading Your Manager

- Commit to deliver
- Understand your Manager
- Communicate proactively and effectively
- Present solutions with the problems
- Maintain your credibility
- Manage expectations (no surprises)
- Maintain perspective
- Disagree with your manager..wisely
- Know your own strengths and weaknesses
Losing Integrity

I didn't have any accurate numbers so I just made up this one.

Studies have shown that accurate numbers aren't any more useful than the ones you make up.

How many studies showed that? Eighty-seven.
What to avoid

- Talking Negatively about your manager
- Bombarding with unnecessary details
- Exaggerating your needs or contributions
- Delegating upwards
- Assuming full and continuous support
- Being a “Yes Man”
- Disagreeing with your manager in public
- Outshining your manager
- Letting your ego get in the way
What is your Manager’s Thinking style?

[Diagram showing a strategic and business thinking model with categories such as Efficiency, Financials, Growth, Environment, Future trends, New concepts, Vision - Purpose, National - Global, Long-term strategy, Methods - Regulations, Services - Resources, Training - Development, Teams - Relationships, Community relations, Customer relations, Communication, Culture - Values, Recognition, Methods - Regulations, Services - Resources, Training - Development, Teams - Relationships, Community relations, Customer relations, Communication, Culture - Values, Recognition, Director, Strategist, Analyst, Supporter]
Communicate With Your Manager within Their Thinking Process

**Communications Model**

**Analyst**
- Critical analysis
- Technical content
- Facts, logic & no fluff
- Well articulated ideas
- Data, numbers & charts
- Brief, clear, pros & cons
- Realistic goals-objectives

**Strategist**
- Minimum details
- Freedom to explore
- Metaphors and visuals
- Conceptual framework
- Imaginative, new & fun
- Big picture and overview
- Purpose, vision & strategy

**Director**
- Step-by-step and concise
- Commitments, resources
- Detailed time-action plan
- Rules and procedures
- In writing, in advance
- Contingency plans
- No digressing

**Supporter**
- Open, informal discussion
- Effects on those involved
- Expressive body & voice
- Intros and conversation
- Examples and stories
- Ways to collaborate
- How people feel
## Gender & Leadership

### Men
- Directive leadership
- Transactional
- Goal and task oriented
- Taking charge
- Authoritarian

### Women
- Participative leadership
- Communicative
- Cooperation
- Nurturing
- Motivational
- Affiliation

### Stereotypes and Perception
- Authoritarian men are perceived to be more effective leaders,
- Authoritarian women leaders are perceived to be aggressive and un-feminine.
No Big Differences At The Top

Many studies confirm that leadership behaviors are the same for men and women in high level leadership.

Men and women who have female managers need to apply effective upward management skills.

By 2034, the majority of high-level leaders will be women… based on their more transformational qualities—Bernard Bass, leadership scholar.
Take Away

- You must manage your manger
- Commit to deliver
- Communicate
- One “communication” approach doesn't fit all
- Gender could matter… but leaders have similar expectations
Thank you
United States

Women in Business

- CEOs: 4.2%
- Top Earners: 8.1%
- Board Seats: 16.6%
- Executive Officers: 14.3%
- Management, Professional, and Related Occupations: 51.4%
- U.S. Labor Force: 46.9%

Sources:
- Catalyst Research (2013)
"I would like you to be more self-reliant, show more initiative, and take greater personal responsibility — but check with me first!"
Summarizing the summary

ASOK, TAKE THESE PROJECT SUMMARIES AND SUMMARIZE THEM INTO ONE SUMMARY.

AND WHEN YOU'RE DONE, TAKE THAT SUMMARY AND SUMMARIZE IT.
You can't win

I need you to do Ted's job and your own job until we hire someone.

If I do well, you'll make me do two jobs forever. If I do poorly, I'll get no raise.