

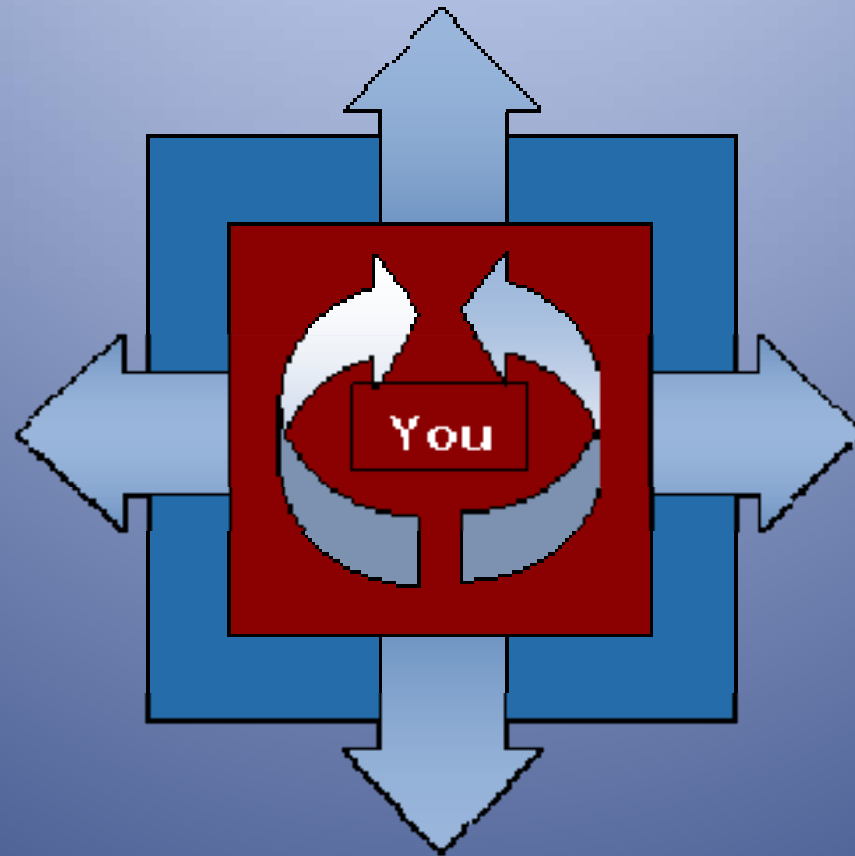


CASE District VII Conference

March 4, 2011

Peter Smits
Fresno State

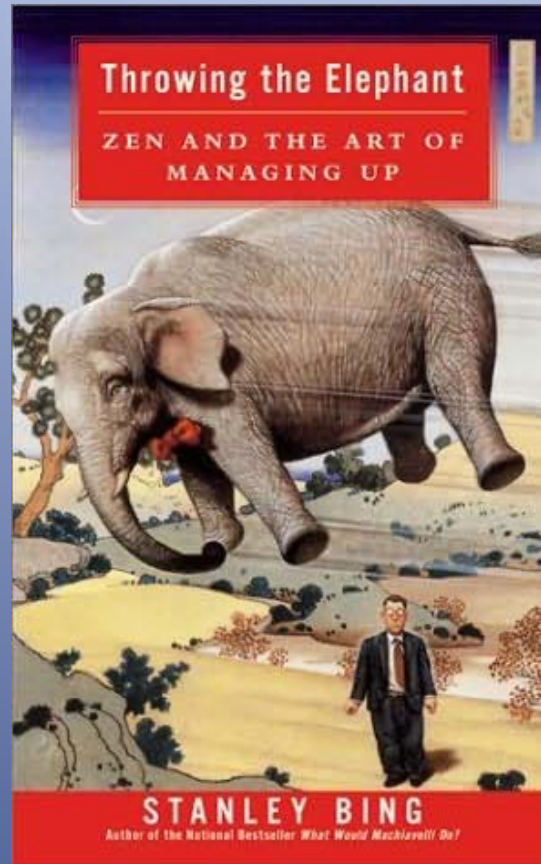
Pam Hillman
Fullerton



Managing You?



Managing Others?



Managing by Zen?



Managing a Bad Boss?



Managing a Jerk?



Just What is This Anyway?

Are Managers Trusted?

Survey by firm of Watson Wyatt

- Only 49% of employees have trust in senior management
- Just 55% say senior leaders behave consistently with core values
- Only 53% believe senior managers make the right changes to remain competitive

Common Mistakes of Senior Managers

- 80% fail because of ineffective communication skills and practices
- 79% have poor work relationships and interpersonal skills
- 69% fail because of person/job mismatches
- 61% can't clarify direction and performance expectations
- 56% fail because of delegation and empowerment breakdowns

Managing Up Roadmap

- The “Art” of managing up
- Seven “ways” to manage up
- Five “myths” of managing up
- Leading from the middle (really?)
- Ten “strategies” for managing up
- The Final Solution: Managing From the Middle



The Art of Managing Up

Guidelines for Managing Up

- Communicate!
- No surprises
- Be loyal and committed
- Understand your boss's perspectives and agenda
- Understand your boss's preferences
- Know your boss's management style
- Depend on your boss's strengths
- Recognize your boss's weaknesses
- Know your boss's hot buttons
- Ask for feedback
- Don't go over the boss's head!



Five Myths of Managing Up

Five Myths of Managing Up

- Always be at the office before the boss
- Ask for permission before bringing up difficult issues
- Suggest ways to make the boss more popular with the team
- Protect your boss from the underlings, and vice versa
- Never say anything to the boss when you're angry



Ten Strategies for Managing Up

Ten Strategies for Managing Up

1. Talk to the boss every day
2. Notice when the boss comes into the office
3. Wander by the boss's office now and then
4. Look for ways to make the boss's life easier
5. Never present a problem without a solution
6. Tell the whole truth
7. Don't whine
8. Step up to the plate
9. Show your appreciation
10. Share glory, but not blame



Seven Ways to Manage Up

Seven Ways to Manage Up

1. Know what matters to your boss
2. Say no
3. Talk like your boss
4. Toot your own horn
5. Lunch with your boss
6. Seek new responsibilities
7. Be curious



The Final Solution: Leading from the Middle

Managing Up, Down and Sideways

Those who lead from the middle:

- Establish goals
- Plan projects
- Organize people
- Execute projects on time and on budget

Seeing the bigger picture

Leading up involves three questions:

1. What does the leader need?
2. What does the team need?
3. What can I do to help both the leader and the team succeed?

What's Needed to Lead Up?

To lead up, you must:

- Establish trust
- Connect!
- Get out of the spotlight
- Think and act for the boss
- Use common sense
- Do what's practical

Think and act strategically:

- Think critically
- Challenge the status quo
- Reframe opportunities
- Get out of the box
- Deal with ambiguity

The Right Kind of Assertiveness

Use Assertive Diplomacy

- Listen first
- Keep it low
- Act decisively

Challenge Ideas, Not People

Push Back Appropriately

- Stick with the facts
- Ask others to challenge your premises
- Don't confuse causation with correlation