

# Free Vibranium!

Managing Up & Across



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# Community Agreements

- Confidentiality: What is shared here stays here, what is learned here leaves here.
- Use “I” Statements
- Multiple Truths
- Challenge the idea, not the person
- Space<sup>2</sup>: Take Space, Make Space
- Care<sup>2</sup>: Self-Care and Collective Care
- Additional Agreements?



# What exactly is “Managing Up & Across” ?

“Managing up is a conscious approach to working with your manager toward mutually agreed-upon goals that are in the best interests of you, your boss, and your organization.”

- Harvard Business Press

“Managing across builds trust, communication & influence between colleagues within an organization. The success of an organization depends on how well the team works together

# The Devil Wears Prada



Group Activity: pair & share

What is one challenge you have faced when managing up with a supervisor or across with a team?



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## Discussion:

1. What about these definitions surprised you?
2. Is there anything missing from the definitions? If so, what?
3. Do you disagree with any part of the definitions? If so, which part(s)?

# How well do you manage up & across?

1. I am aware of my supervisor & team's expectations of me & have articulated my expectations of them
2. When I negotiate with my supervisor & team, I use we and I language.
3. I regularly inform my supervisor & team of what I'm working on.
4. I notify my supervisor of problems promptly and suggest several solutions to consider.
5. My supervisor/team and I deal with disagreements as they arise.
6. My relationship with my supervisor and team is characterized by trust & reliability
7. I understand my supervisor's pressures & priorities.
8. My supervisor never steps in to direct one or more of my employees.
9. I've asked my supervisor openly about their management styles & have adapted my style to theirs as much as possible
10. I take as much time as necessary to communicate with my supervisor & team about important matters
11. I seek ways to exert my influence on other department leaders and staff as to support my manager's goals.



# Interpreting Your Score

- If you answered yes to most or all of the statements:
  - You have significant managing-up capability. But keep learning to see what else you can learn about this important business skill.
- If you answered no to most or all of the statements:
  - You would benefit from learning more about how to manage up effectively.

# Key Managing Up (& Across) Skills:

1. Embrace the Mission
2. Develop a Positive Relationship
3. Understand their Goals
4. Anticipate their Needs
5. Never Let Them Get Blindsided
6. Do Your Job Well
7. Tell Them How to Best Use Your Talents
8. Honor Your Supervisor's Time
9. Align Your Needs with their Goals
10. Under-Promise and Over-Deliver



# Group Activity: Do's & Don'ts (groups of 4)

## **Supervisor: (Do's)**

- a. What has your staff done well to manage up?
- b. What have you seen other staff try that's worked well?

## **Supervisor: (Don'ts)**

- c. What have you seen your staff do poorly when managing up?
- d. What have you seen other staff try that hasn't worked out?

## **Individual Contributor: (Do's)**

- a. What have you done well to manage up to your supervisor?

## **Individual Contributor: (Don'ts)**

- b. Have you tried anything that hasn't worked out?

# Challenge!

Take turns -- each person should have a chance to:

- Share your challenge managing up with your supervisor
  - (from the first group activity)
  
- Get advice from the group
  - (based on today's workshop & on professional experience)

## Reminders:

- What's shared here stays here!
- Sharing out with the large group will be voluntary.

## Any Takeaways?

What is the most useful takeaway from this session, and how will you begin to use your **vibranium** when you go back to work next week?

Any

Questions?

Thanks for attending our session!

**WAKANDA**

**FOREVER!**