Managing Down, Managing Up (Lab/Industry)

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With special thanks to previous CRA-WP CMW speakers

Sherry's Work Context

LBNL

- ~4500 employees, ~500 postdocs
- Basic and applied research and development; no classified work
- Many science areas: computing sciences, chemistry, physics, materials, energy research, life science, ...

My division – Applied Math and Computational Research

- Work mode in between academia and industry
  - Research new algorithms → software → apps domains
- "soft" funding; projects come from proposals; primary sponsor is DOE
- Most software is public domain
- Annual performance rating highly correlated with:
  - publication, software release/use, funding
- It is critical to keep updating knowledge

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Eve's Work Context

Industrial Labs

- Often part of much larger companies
  - Labs are typically 100s of employees, > 1000 more rare
- Mixed portfolio of eco-system driven R&D

Group Affiliations - Networking, IoT, Energy/Sustainability, Edge, Multimedia

- Straddle industry and academia
  - Research NextGen Internet → use case demonstrations → standards
- Funding largely internal - still must pitch your ideas!
  - Easier to obtain for nearer term research
- Annual performance rating highly correlated with:
  - Innovation/creativity, potential product impact, domain influence

Managing Down

Managing Down

- "Great leaders discover what is universal and capitalize on it. Their job is to rally people toward a better future. Leaders can succeed in this only when they […] tap into those very few needs we all share.

- The job of a manager, meanwhile, is to turn one person's particular talent into performance. Managers will succeed only when they can identify and deploy the differences among people, challenging each employee to excel in his or her own way."

    – Markus Buckingham, What Great Managers Do

When managing people, recognize the human need to thrive at work

- Respect
  - Eliminate disrespectful, condescending, and rude behavior
  - Treat reports as partners
  - Eliminate excessive signs of hierarchy
  - Confront and discipline devaluing leaders and team members

- Recognition
  - Give words of appreciation for work well done
  - Be sincere

- Belonging
  - Make personal connections
  - Help employees find the right roles

- Autonomy (Freedom)
  - Provide guidance and direction
  - Don't micro-manage capable people
  - Decentralize decision making
  - Minimize unnecessary rules and excessive controls

- Personal Growth
  - Coaching, mentoring
  - Provide honest feedback
  - Balance criticism with encouragement

- Meaning
  - Ensure the value of the work is understood

Source: E Pluribus Partners Research

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Creating an environment that enables people to thrive

- Set clear directions and identity
  - Motivate people, give them context for their work
  - Consistently communication the vision
  - Establish a 'vision team' for ideas and feedback

- Understand the needs/motivations of people
  - Provide positive recognition when appropriate (both public and private), give credit where credit is due
  - Help your reports achieve their potential; keep people learning and growing
  - Get to know them as people
  - Understand how to best communicate with them

- Increase knowledge flow
  - Seek the ideas of others
  - Share ideas and opinions openly and honestly

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Tips: Turning Talent into Performance

- Understand individuals' strengths, triggers, learning styles
- Build on strengths
- Trigger good performance
- Tailor to learning styles

Tips: Addressing Weaknesses

- Try a coaching approach

- Provide a partner

- Provide training

Tips: Culture and Expectations

- Communicate vision & purpose for the team, repeat it

- Create interdependencies among team members

- Make expectations clear

How Well Do I Manage Down?

1. What is the culture on the team? Is it a team or a group?

2. I am aware of my team's view of me?

3. How free are members to share opinions and provide critique

4. How well do team members get along and work together?

5. What do the team members say when asked: "Why do you work with <my name>"?

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Sherry's experiences managing down

- Being mindful of individual's cultural background, personality, style, and preference

- Find ways to connect

- Manage by influencing rather than commanding and demanding

- Repeat important messages sent from upper managers

- Give people enough time before deadlines

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Managing Up

Managing Up

"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. It is not mere political maneuvering; rather, it is a process of influencing your manager to make decisions that benefit both of you as well as the company."

http://www.slideshare.net/MattheaMarquart/managing-up-for-ynpn

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Tips: Build a Relationship

- Work hard to arrive at shared expectations with your boss

- Align your work with the priorities and vision of the organization

- Anticipate ways you can help your boss/management do their job
  - Write reports, draft proposals, provide slideware, rep at meetings

- Build a consistent track record of delivering results
  - Exceed expectations wherever possible

- Realize that the higher up you go, the more bosses you will have
  - Collaborators, funding agencies, stockholders…

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Tips: Communication is Key

- Be efficient in your communications – your boss manages many people

- Be prepared at each meeting

- Be clear on any Asks

- Don't hesitate to bring up issues your boss should know about

- Have a mentor (or a few) to help you navigate
  - Be a mentor (to many) - we learn from mentees!

- Never blindside your boss

- Show your appreciation

How Well Do You Manage Up?

1. I am aware of my manager's expectations of me and have articulated my expectations of my boss.

2. When I negotiate with my boss, I use we and I language

3. I regularly inform my manager of what I'm working on – and why

4. I notify my manager of problems promptly and suggest several solutions to consider

5. My boss and I deal with disagreements as they arise

How Well Do You Manage Up?

6. My relationship with my manager is built on trust and reliability

7. I understand my boss's pressures and priorities

8. I've asked my manager openly about his or her management style and likes and dislikes and have adapted my style to my boss's, as much as possible

9. I take as much time as necessary to communicate with my manager about important matters

10. I seek ways to exert my influence on others - department leaders, customers, and suppliers - to support my manager's goals

Eve's Experiences Managing Up

- I had to really focus on building this skill, especially when I changed roles
- Endeavor to understand different communication and managerial styles
- Be thoughtful about what/when to share
- Find ways to connect
- Celebrate accomplishments!

Summary

- Communication is critical

- Create an environment where people and technical work can thrive

- Be flexible and responsive

- Respect others – know them, know their strengths, know their weaknesses, help them grow

- Know yourself – know your own strengths, know your weaknesses, allow yourself to grow

Resources

- What Great Managers Do, by Marcus Buckingham, https://hbr.org/2005/03/what-great-managers-do

- Try Coaching Instead Of Managing When Employees Bring You Problems, by Mark Murphy, http://www.forbes.com/sites/markmurphy/2015/05/29/try-coaching-instead-of-managing-when-employees-bring-you-problems/

Questions?

- What issues/problems do you face?
- What questions do you have?

Thank You