

# Managing Up and Down

*Early career, Research and Education track*

## CRA-WP Career Mentoring Workshop 2023



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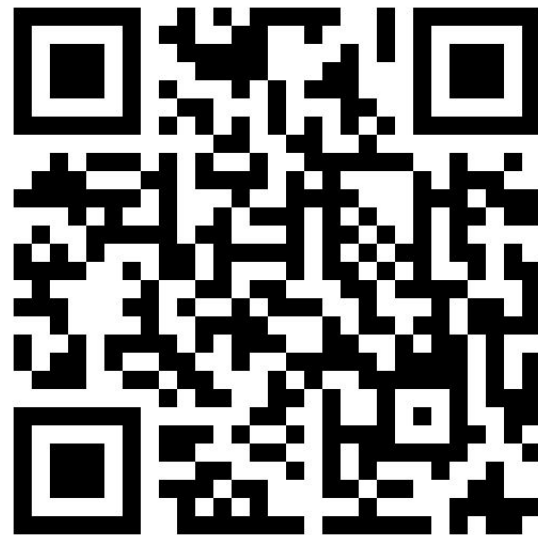
# Outline

Management in Principle

Management in Practice

Report Out/Open Forum

Tips and Lessons Learned



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# Management in Principle

- Importance of Intentional Management
- Management vs Leadership
- Range of Management Experiences
- Responsibility vs Authority
- Outcome Intentionality



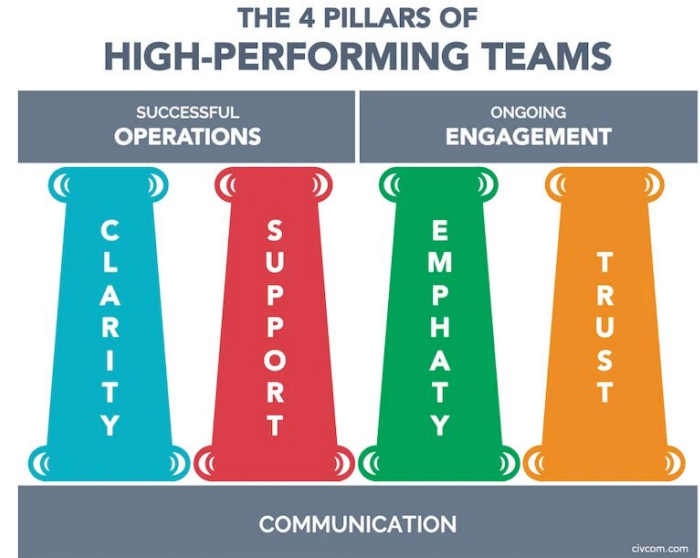
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# Why Intentional Management?

*“Teams have four elements - common commitment and purpose, performance goals, complementary skills, and mutual accountability.” - Katzenbach & Smith*

A manager is responsible for ensuring all of these elements are present.



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# Management vs Leadership



A *leader* creates a vision that inspires people to effect meaningful change.

A *manager* creates an environment in that enables people to accomplish a shared purpose.



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# Management vs Leadership

*People often make it into **leadership** because they're good at getting things done, but now we need them to get good at having other people get things done - Anderson*

***Manage** the vision and the strategy, not just the business operations - McNair*

*Empowerment is something someone gives you. Self **leadership** is what you do to make it work - Blanchard*

*You are braver than you believe, stronger than you seem, and smarter than you think - Frankel*



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# Dimensions of Management Engagements



Directionality: relationship/status to those being managed

- You always have an intent, you may have a responsibility
- Down: definitive authority
- Across: may have loose authority
- Up: no authority



Temporality: duration of the engagement

- Fleeting: short, minutes to days
- Transient: medium, days to weeks
- Persistent: long, months to years



Plurality: amount of people in the engagement

- One on one
- Small group
- Large group



Relevance: importance of the outcome



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# Responsibility v.s. Authority

- Responsibility: obligations, duties, or tasks
- Authority: power to decide, act, or control
- Responsibility & authority should be balanced:
  - should have necessary and sufficient authority to perform responsibilities
  - responsibility without authority can lead to ineffectiveness
  - authority without responsibility can lead to misuse or abuse



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# Management Intentionality

Be clear: develop and communicate clear goals, objectives, and expectations

Engage: inform, inspire, facilitate, and give feedback

Trust: empower and delegate, with intent to minimize micro-management

Nurture: the individuals and environment to create a positive, productive, and inclusive workplace



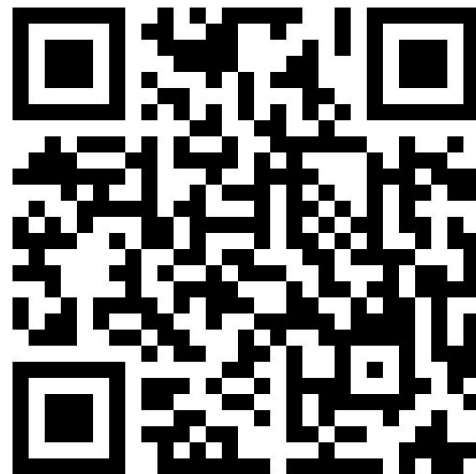
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# Management in Practice

- Two 8-minute group sessions
  - Up to four, including scribe/reporter
- Discussion topics:
  - The underperforming RA:  
Managing **down** (**front left**)
  - The imposing chair:  
Managing **up** (**front right**)
  - Inspiring faculty:  
Managing **across** (**back left**)
  - Student group project:  
Managing **conflict** (**back right**)

<https://cutt.ly/awRW8dB3>



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# Guided Report Out/Open Forum

Report out from scribes

Questions, Reflections



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# Amanda's Tips and Lessons Learned

- A good manager's goal is to get the work done
- A great manager's goals are to get the *right* work done, and to *grow leaders*
- My favorite management book: *The Team that Managed Itself: A Story of Leadership* - Christina Wodtke



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# Dorian's Tips and Lessons Learned

Management/negotiation: concurrently solving multiple people's problems

- Understand and appreciate the relevant contexts
- Build rapport: engender trust, credibility, reliability and good faith
- Ask only for what you need, give back what you don't
- Take on only what you can handle
- Prevent conflict but never avoid it
- Control your emotions
- Document agreements
- Leverage or authority should be the last recourse
- Negotiate with evidential support, data when you can!

<https://cra.org/cra-leadership-academy-for-faculty/#readings>



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# Thank you

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