

# Managing Down, Managing Up & Managing Without Authority

*A.J. Brush, Microsoft*

*Fran Berman, RPI*

With thanks to Anne Condon, Lori Diachin, Sue Fitzgerald, Maja Matarić, Ellen Walker



**CRA-W**

Computing Research Association  
Women

# Which topic are you most interested in?

- Managing without Authority
- Managing Up
- Managing Down

Your votes determine the order of topics



**CRA-W**

Computing Research Association  
Women

# **Managing without Authority aka Leading Colleagues/Teams**

# Managing a team: What makes a great team?

Trust and Mutual Respect

Open Communication and Productive Conflict

Commitment to the goal(s)

Accountability

Clear Expectations and Attention to Results

Coordination and Synergy

<http://hrtsmakefamilies.hubpages.com/hub/What-Makes-a-Great-Team>

# Emotional Intelligence is an important component of strong teams

High performing teams achieve superior levels of participation, cooperation, and collaboration because their members **trust one another**, **share a strong sense of group identity**, and **have confidence in their effectiveness as a team**. In other words, such teams possess high levels of group ***emotional intelligence (EI)***.

## *Four Suggested Practices*

Make time for team members to appreciate each other's skills

Understand, surface and manage emotional issues that can help or hinder the team's progress

Show appreciation

Regulate unwanted behavior in productive ways

# Things that worked well for A.J.

- Having a vision for the project
- Articulating what success/“done” looks like
- Making clear to people
  - why you want them involved
  - why they will benefit
- Communicate, Communicate
- Finding the right rhythm of in-person meetings, emails, keeping things moving

# Lessons learned from my experiences – what works

Face-to-face meetings with informal interaction time (this is a must!)

Regular communication among the team via telecons

Empowering decision making at the local level

Taking advantage of externally driven deadlines that provide a common purpose/goal (e.g., a team tutorial)

Creating sub-teams of a manageable size with a clear lead and focus

Reward/compliment team successes

Be open to feedback and prepared to make adjustments

# Lessons learned from Lori's experiences – what doesn't work

- Telecons without the face to face meetings
- No interaction time in meetings to allow folks to get to know each other
- Lack of communication
- Allowing problems/conflict to fester
- Centralized control (leading to severe bottleneck)

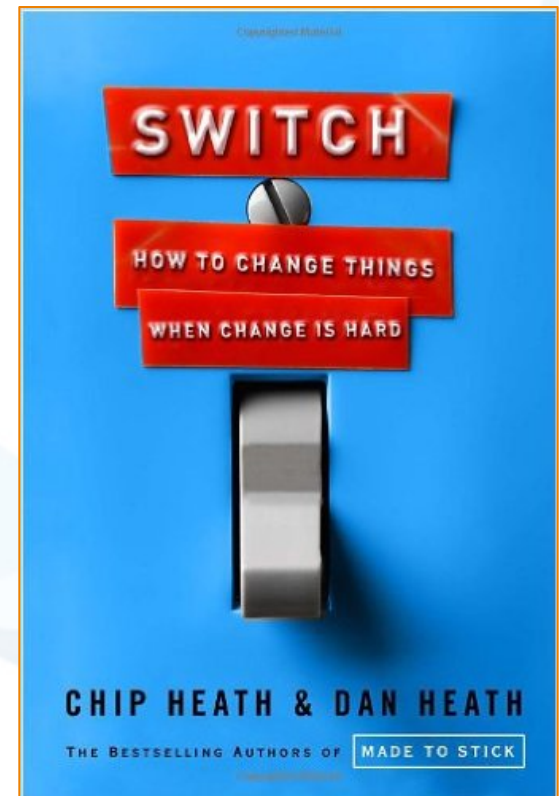


# Getting Things Done When You Don't Have the Resources

- Key tools:
  - Persuasion
    - Figure out how your desired outcome benefits others
    - Figure out how your desired outcome builds toward shared goals
  - Data / evidence
    - Figure out how your desired outcome optimizes for the success metric
    - Back it up with compelling evidence

# Approach from *Switch* (paraphrasing)

- To get something done focus on
  - “The rider” (your head, your analysis)
  - “The elephant” (your heart, the emotion that fuels your effort)
  - Clear articulation of what success is
  - “The path” (backwards engineered strategy and especially the first few steps)



# Small group discussion

Please get in groups of 3 - 4

If you have an issue related to team leadership you want to talk about please do that.

Scenario:

A colleague who you work well with is arguing frequently with another group that you have a dependency on to finish your project. What do you do?



# 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>



# 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.
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 characterized by 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 other department leaders, customers, and suppliers so as to support my manager's goals.



# Tips

- Never present a problem without also bringing along a couple of well-thought out solutions
- Don't lie to your boss. You may need to consider the most strategic time/approach to share the truth.
- Don't whine, blame others, shirk responsibility
- Show your appreciation; be generous about credit
- Don't blindside your boss



**CRA-W**

Computing Research Association  
Women



# Managing Your Boss

Help promote your ideas by helping your boss make the case to his/her stakeholders

Cultivate a professional productive relationship with your boss. If your relationship is challenging, work through potential scenarios to prepare you for future options.

Document your accomplishments and efforts. This helps you both in the present and the future.

Be careful to understand local culture about reaching out to your boss' stakeholders.



**CRA-W**

Computing Research Association  
Women

# Scenarios (choose one)

- A situation of your own

OR

- You have an idea for a new research program. But it will take resources (funding, people, ...) Resources are limited and lab management will need to take it from someone to give it to you. How do you get the resources you need?
- Your boss comes to you with a new project idea and you think it is a not a good idea. How will you convince your boss that changes are needed?



# 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*



**CRA-W**

Computing Research Association  
Women

# When managing people, recognize the human needs 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

# Creating an environment that enables people to thrive

## Set clear directions and identity

- Motivate people, give them context for their work

- Consistently communicate 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

# Tips: Turning Talent into Performance

Understand individuals' strengths, triggers, learning styles

- Build on strengths
- Trigger good performance
- Tailor to learning styles

Give credit when it is due.

Provide opportunities to develop professionally



**CRA-W**

Computing Research Association  
Women

# 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>"?



# Small group discussion

Please get in groups of 3 - 4

If you have an issue you want to talk about please do that.

Scenario:

A direct report of yours constantly misses deadlines with no warnings, what will you do?



# 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/>



**CRA-W**

Computing Research Association  
Women

# Questions?

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



**CRA-W**

Computing Research Association  
Women