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

https://cutt.ly/awRW8dB3
Management in Principle

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

Image: https://www.civcom.com/blog/4pillars
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.

Image: https://www.onecommunityglobal.org/ten-community-problems-ten-solutions/
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
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
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
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
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)

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Guided Report Out/Open Forum

Report out from scribes
Questions, Reflections
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
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
Thank you

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