

Managing UP & DOWN Lab & Industry

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Managing UP



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What is Managing Up?

“Managing up is a conscious approach to working with your manager(s) 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-f
or-ynpn](http://www.slideshare.net/MattheaMarquart/managing-up-f-or-ynpn)



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Managing Up: Do your best work and be prepared to advise in your areas of expertise

- Think about the big picture. Know your business.
- Deliver impactful results. Be accountable.
- Credibility matters! Keep your promises and follow through on assignments.
- Do as you say, say as you do. Be a role model for others.
- Take your job seriously. Keep a good attitude.
- Show up! Be prepared for every meeting.



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Tips for managing your relationship with your boss

- Think of your boss as a resource, not an overseer. Ask for what you and your team need to be successful.
- Avoid surprises - don't wait until the last minute to deliver bad news.
- Advise, but then get on board (disagree but commit to the decision).
- Be a collaborator, not a competitor.
- Provide solutions, not complaints.
- Describe how you are best managed, how you want support.
- Make your boss successful - show interest in their career.
- Cultivate a professional, productive work relationship. If you're not getting the support you need, or find the relationship is challenging, consult your "board of advisors" and identify potential options.



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Making Your Voice Heard: Work challenges women often face

- Take credit where credit is due
 - Speak up for your accomplishments – don't rely on others
- Avoid taking things personally
 - Strive to evaluate situations from neutral, balanced perspectives rather than emotional ones
- Negotiate effectively for what you deserve
 - Speak up for what you want or need
- Challenge power dynamics
 - Determine how to best challenge authority in ways that you are heard, understood and valued for your input
- Project self confidence, composure, and gravitas
 - Don't beat yourself up over your 'power gaps', close them via professional development and practice via external networks



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Speak up! It's leadership skill that's noticed by upper management

- Prepare for meetings by reviewing the agenda and having an informed opinion on key discussion items
- Make specific suggestions on how you/your team can contribute to improvements in your area/group and more broadly
- Become well known and recognized as an expert in the field
- Find opportunities for presentations that highlight your expertise



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Showing initiative and increasing your visibility are critical to managing up

- Ask for more assignments with greater responsibility and do them well – show you deserved them and that your skills are underutilized
- Take informed risks - Step outside your comfort zone – stretch professionally
- Volunteer to represent your department at meetings, committees or projects
- Look for opportunities to put unused skills to the test



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How Well Do You Manage Up?

- I am aware of my manager's expectations of me and have articulated my expectations of them.
- When I negotiate with my boss, I use we and I language.
- I regularly inform my manager of what I'm working on.
- I notify my manager of problems promptly and suggest several solutions to consider.
- My boss and I deal with disagreements as they arise.
- My relationship with my manager is characterized by trust and reliability.
- I understand my boss's pressures and priorities.
- I've asked my manager openly about their management style, likes and dislikes, and have adapted my style to my theirs as much as possible.
- I take as much time as necessary to communicate with my manager about important matters.
- I seek ways to influence other department leaders, customers, and suppliers to support my manager's goals.



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Managing DOWN



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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



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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



Create 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 (don't be a bottleneck!)
 - Seek the ideas of others
 - Share ideas and opinions openly and honestly



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Managing a team: What makes a great team?

- Trust and Respect
- Productive Conflict and Open Communication
- Commitment
- Accountability
- Attention to Results



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



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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
 1. Make time for team members to appreciate each other's skills
 2. Understand, surface and manage emotional issues that can help or hinder the team's progress
 3. Show appreciation
 4. Regulate unwanted behavior in productive ways



The female brain is often particularly effective when it comes to emotional intelligence

“...in the brain centers for language and hearing, for example, women have 11 percent more neurons than men. ...the female brain has tremendous unique aptitudes – outstanding verbal agility, the ability to connect deeply in friendship, a nearly psychic capacity to read faces and tone of voice for emotions and states of mind, and the ability to defuse conflict. All of this is hardwired into the brains of women. These are the talents women are born with that many men, frankly, are not.”

- The Female Brain, Dr. Louann Brizendine



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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
- Give credit when it is due
- Provide opportunities to develop professionally



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Tips: Addressing Weaknesses

- Try a coaching approach: “How can I help?”
- Provide a partner
- Provide professional and technical development opportunities



Tips: Culture and Expectations

- Consistently communicate vision & purpose for the team and the organization
- Create cooperative interdependencies among team members
- Make deliverables and expectations clear
- Provide cover for your team to take reasonable risks
- Provide actionable feedback regularly
- Follow through on rewards and recognition



How Well Do You Manage Down?

- What is the culture on the team? Is it a team or a group?
- I am aware of my team's view of me?
- How freely do members share opinions and provide critique?
- How well do team members get along and work together?
- What do the team members say when asked: “How do you like working with <my name>”?



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Takeaways From Our Experiences



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Communication is critical to all aspects of management, both up and down

- Understanding and relating to different communication styles
- Managing up, down and across in teams



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The DiSC assessment tool is particularly effective in facilitating communication

- Discusses behavioral differences, motivations, and communication needs
- Increases knowledge of how different styles respond to conflict, what they are motivated by, what causes them stress, etc.
- Lays the foundation for better interpersonal communication/interaction
- The four styles:
 1. Dominance: Emphasis on shaping the environment by overcoming opposition to accomplish results
 2. Influence: Emphasis on shaping the environment by influencing or persuading others
 3. Steadiness: Emphasis on cooperating with others within existing circumstances to carry out the task
 4. Conscientiousness: Emphasis on working conscientiously within existing circumstances to ensure quality and accuracy



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How does this work in practice?

- Many managers tend to be D's
 - Get to the bottom line quickly
 - Be brief
 - Focus the discussion narrowly
 - Avoid generalizations
 - Refrain from repetition
 - Focus on solutions rather than problems
- Many technical contributors tend to be C's
 - Focus on facts and details
 - Minimize pep talk or emotional language
 - Be patient, persistent and diplomatic



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Lessons learned from our experiences – what works

- Face-to-face meetings with informal interaction time (this is a must!)
- Regular communication among the team via teleconference
- 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



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Lessons learned from our experiences – what doesn't work

- Teleconferences without the face-to-face meetings (so much harder since COVID, but still critical)
- Not making 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 bottlenecks)



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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/>



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Questions

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



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