

Manage "up" to Great Leadership

Horrible Bosses or It's a Wonderful Life?

Gareth Ash, Stuart Kay, Julie Richer



Please take the poll below before the session starts

- ◆ From your mobile device or laptop Go To:
- ◆ <http://ilta.cnf.io>
- ◆ Find this session (<http://ilta.cnf.io/sessions/249>)

What Is Managing Up?

Managing up is not just to your formal manager

- ◆ To your boss
- ◆ To stakeholders- GC, Partners, Project Sponsors
- ◆ To Peers

Who are your supporters? Who are your detractors?

Horrible Bosses



Horrible Bosses

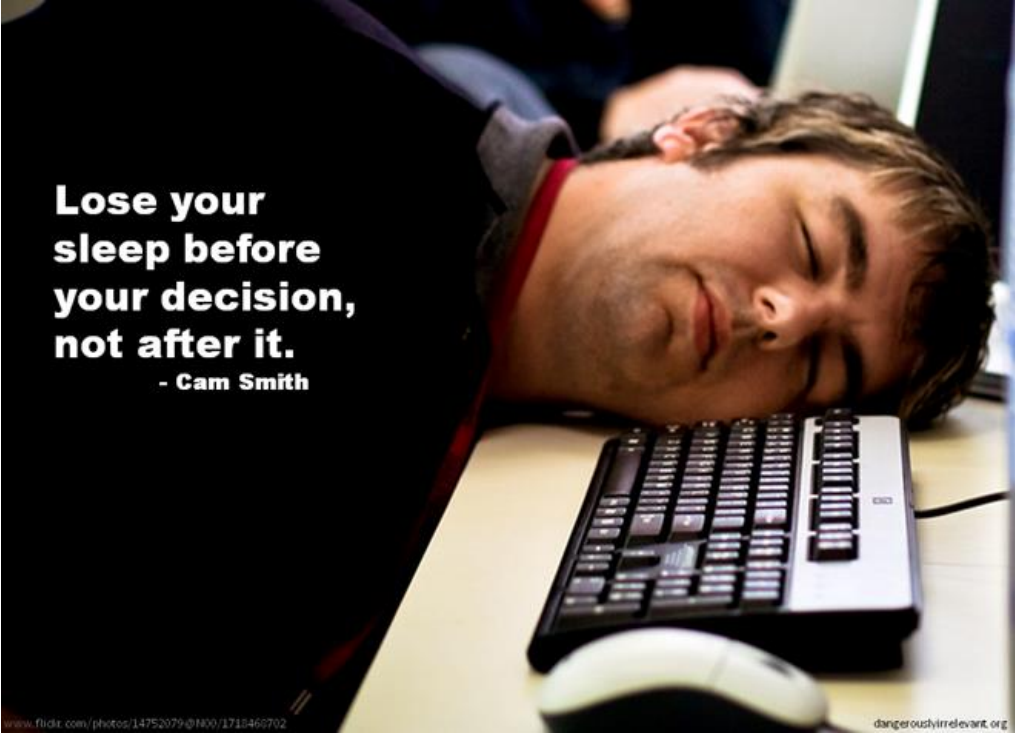


Identify Style



- ◆ Micro-manager: over-inform
- ◆ Pitchfork / autocrat: make her objective your objective, and you may be promoted with them
- ◆ Narcissist: make his objective your objective, but don't expect anything more than survival
- ◆ Debtor/Idea Stealer: offer ideas in group settings, create paper trails
- ◆ Pleaser: share your feelings about objectives and concerns
- ◆ Politician: make them look good, leverage their network to move on

If you don't think you can't take it anymore- think again



**Lose your
sleep before
your decision,
not after it.**
- Cam Smith

- ◆ Don't be rash in your decisions- think long-term
- ◆ What is best for you?- weigh your pros and cons
- ◆ Consult with a mentor who is removed from the situation

What makes a good Manager?

Manager does not = leader
Leader does not = good manager

There are 2 types of good boss...

1. Those who take a keen interest in your personal development; meet with you regularly; keep their door open; walk the floor routinely and delegate appropriately.
2. Those who leave you alone.

Lead From Where You Are Right Now

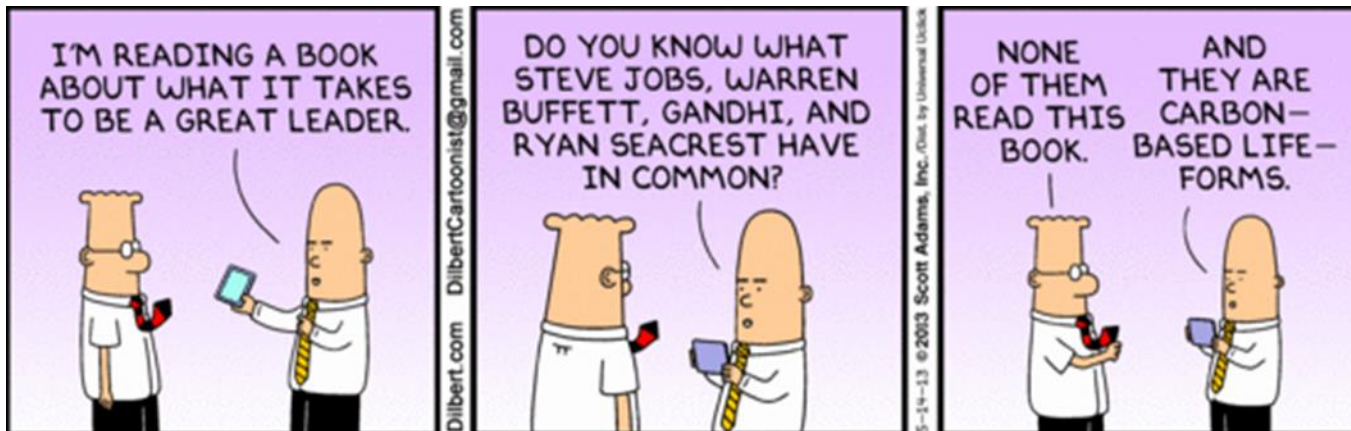
- ◆ Make decisions
- ◆ Lead by example
- ◆ Communicate expectations
- ◆ Make others feel safe to speak
- ◆ Reward performance
- ◆ Seek counsel
- ◆ Problem solve
- ◆ Good energy
- ◆ Challenge people
- ◆ Deploy talent
- ◆ Invest in relationships

Leaders v Managers

- ◆ Manager administers | Leader innovates
- ◆ Manager maintains | Leader develops
- ◆ Manager accepts reality | Leader investigates
- ◆ Manager focuses on systems and structures | Leader focuses on people
- ◆ Manager has short term view | Leader has a long range perspective

Closing

Are all your bosses horrible?
Maybe it is not your bosses...



Materials

- ◆ Jeffrey Fox-
 - ◆ How to Become a Great Boss: The Rules for Getting and Keeping the Best Employees
- ◆ Daniel Goleman-
 - ◆ *Primal Leadership* (2001, Harvard Business School Press)
 - ◆ *Working with Emotional Intelligence* (1998, Bantam Books)
 - ◆ *Emotional Intelligence* (1995, Bantam Books)