



# **Upward Management;** ***How to Manage your Manager***

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# Who is your Manager?



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# Why Do You Need To Manage Your Manager?

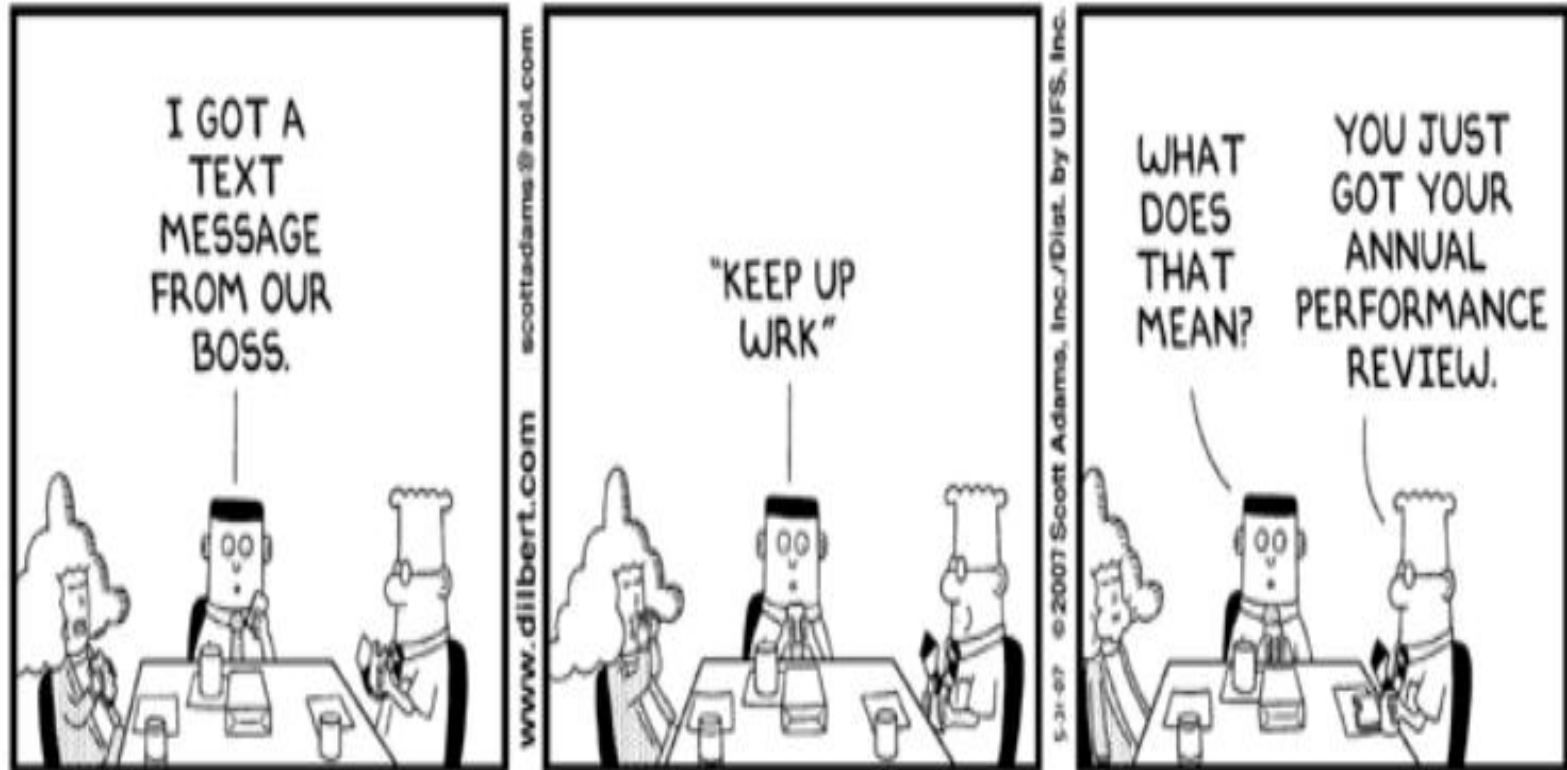


- ❖ **Create positive work dynamics**
- ❖ **Achieve your organization's success**
- ❖ **Influence decisions to benefit the organization**
- ❖ **Help you and your manager become more effective in your roles**
- ❖ **Achieve Career Success**
- ❖ **Achieve work-life balance**

# Some Managers are Difficult



# Others are Ambiguous



**Ambiguous**

**Perfectionist**

**Controlling**

**Indecisive**

**Micromanager**

**Demanding**

**Difficult**

**Passive**

**Introvert**

**Bureaucratic**

**Mysterious**

**Dominating**

**Aloof**

**skeptical**

**Interrogator**

**Aggressive**



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**Inspirational**

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**Mentor**

**Empathetic**

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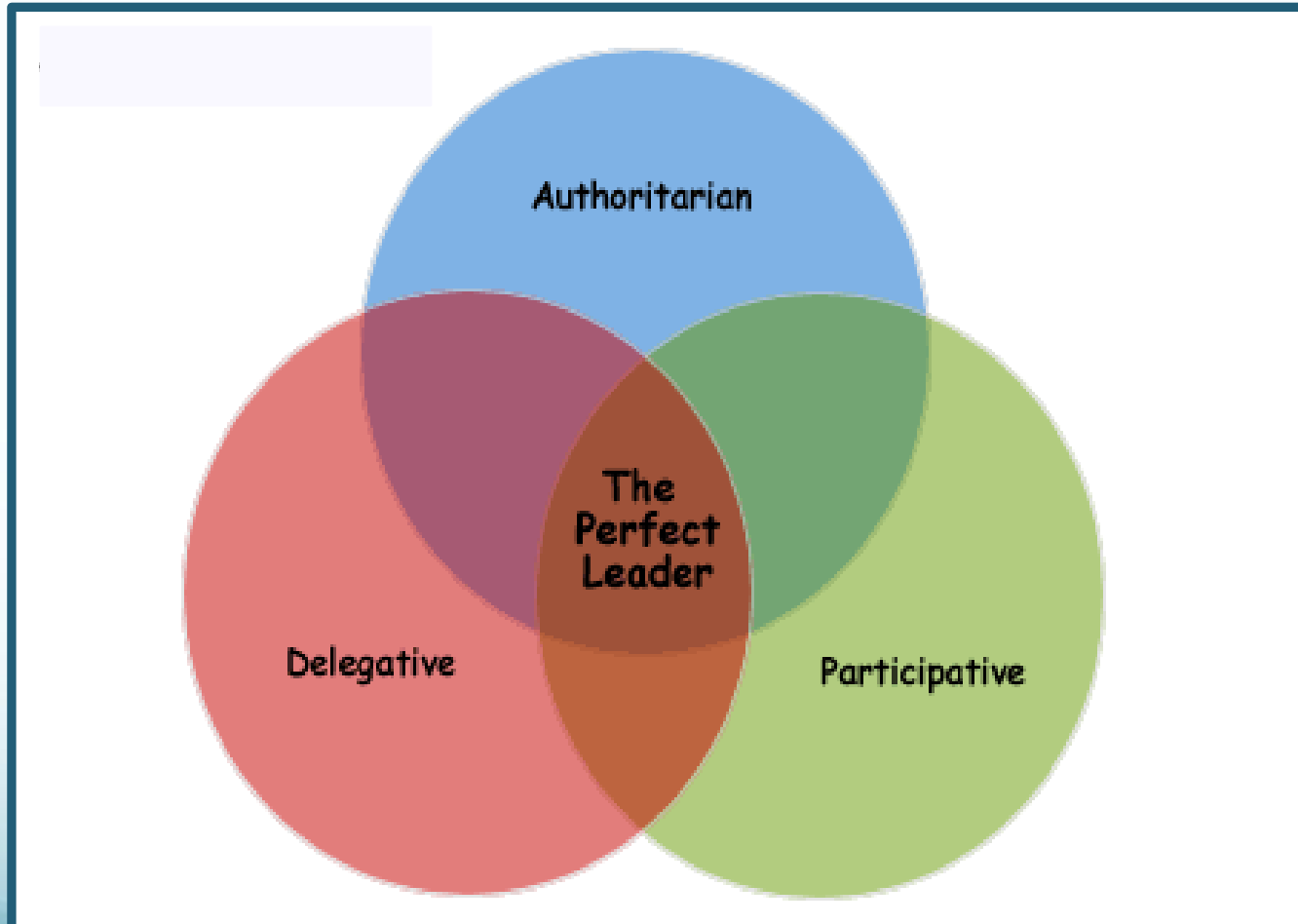
**Aggressive**

**Rational**

# Leadership styles

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# What Prevents Us From Leading Upward?

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- ❖ **Cultural factor and respect for hierarchies**
- ❖ **Fear of negative consequences**
- ❖ **Dissatisfaction or negative attitude**
- ❖ **Ego**

# Leading Your Manager

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- ❖ **Commit to deliver**
- ❖ **Understand your Manager**
- ❖ **Communicate proactively and effectively**
- ❖ **Present solutions with the problems**
- ❖ **Maintain your credibility**
- ❖ **Manage expectations (no surprises)**
- ❖ **Maintain perspective**
- ❖ **Disagree with your manager..wisely**
- ❖ **Know your own strengths and weaknesses**



# Losing Integrity



# What to avoid

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- ❖ **Talking Negatively about your manager**
- ❖ **Bombarding with unnecessary details**
- ❖ **Exaggerating your needs or contributions**
- ❖ **Delegating upwards**
- ❖ **Assuming full and continuous support**
- ❖ **Being a “Yes Man”**
- ❖ **Disagreeing with your manager in public**
- ❖ **Outshining your manager**
- ❖ **Letting your ego get in the way**

# What is your Manager's Thinking style?





# Communicate With Your Manager within Their Thinking Process

## Communications Model

**Analyst**

Critical analysis  
Technical content  
Facts, logic & no fluff  
Well articulated ideas  
Data, numbers & charts  
Brief, clear, pros & cons  
Realistic goals-objectives

Minimum details  
Freedom to explore  
Metaphors and visuals  
Conceptual framework  
Imaginative, new & fun  
Big picture and overview  
Purpose, vision & strategy

**Strategist**

**Director**

Step-by-step and concise  
Commitments, resources  
Detailed time-action plan  
Rules and procedures  
In writing, in advance  
Contingency plans  
No digressing

Open, informal discussion  
Effects on those involved  
Expressive body & voice  
Intros and conversation  
Examples and stories  
Ways to collaborate  
How people feel

**Supporter**

# Gender & Leadership



## Men

- Directive leadership
- Transactional
- Goal and task oriented
- Taking charge
- Authoritarian

## Women

- Participative leadership
- Communicative
- Cooperation
- Nurturing
- Motivational
- Affiliation

## Stereotypes and Perception

- Authoritarian men are perceived to be more effective leaders,
- Authoritarian women leaders are perceived to be aggressive and un-feminine.

# No Big Differences At The Top



- ❖ Many studies confirm that leadership behaviors are the same for men and women in high level leadership
- ❖ Men and women who have female managers need to apply effective upward management skills

**By 2034, the majority of high-level leaders will be women... based on their more transformational qualities-** *Bernard Bass, leadership scholar*

# Take Away

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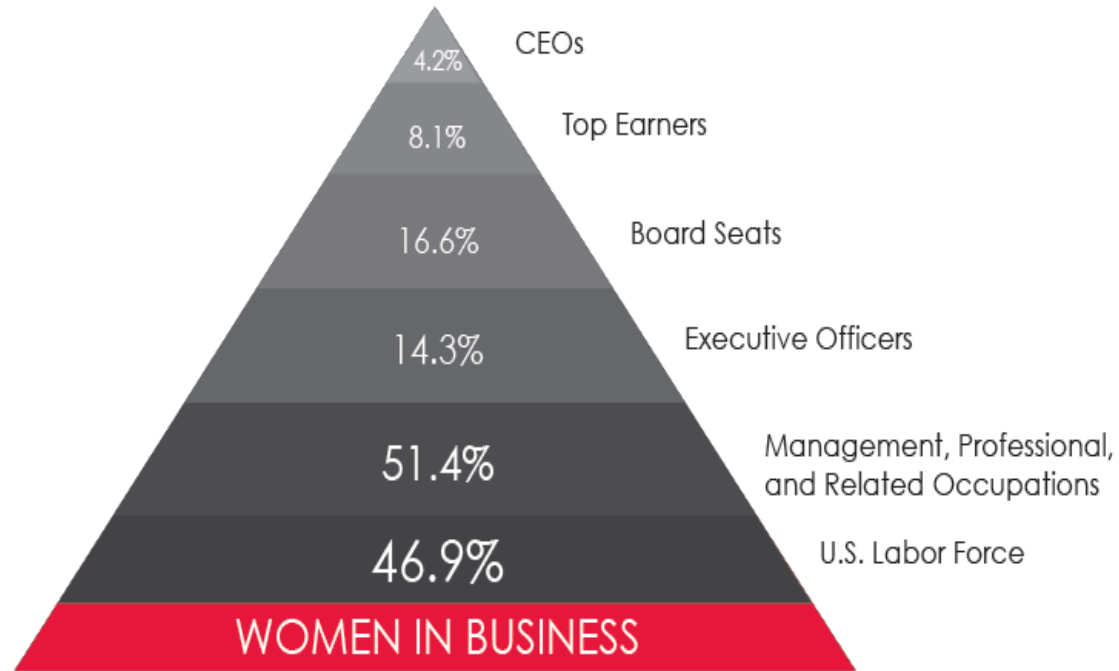
- ❖ **You must manage your manger**
- ❖ **Commit to deliver**
- ❖ **Communicate**
- ❖ **One “communication” approach doesn't fit all**
- ❖ **Gender could matter... but leaders have similar expectations**



***Thank you***



UNITED STATES



## SOURCES

Catalyst Research (2013).

Catalyst, 2012 Catalyst Census: Fortune 500 Women Board Directors (2012).

Catalyst, 2012 Catalyst Census: Fortune 500 Women Executive Offices and Top Earners (2012).

Bureau of Labor Statistics, 2011 Current Population Survey, "Table 11 Employed Persons by Detailed Occupation, Sex, Race, and Hispanic or Latino Ethnicity" (2012)

Bureau of Labor Statistics, 2011 Current Population Survey, "Table 18 Employed Status of the Civilian Noninstitutional Population by Age, Sex, and Race" (2012).



**“I would like you to be more self-reliant, show more initiative,  
and take greater personal responsibility — but check with me first!”**

# Summarizing the summary





# You cant win

