Managing Up, Down, and All Around

Lead from Where You Are

https://tinyurl.com/ManagingUpSI22
Who are we? And how did we get here?

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Jackson District Library

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Districtwide Programming Coordinator
Van Buren District Library

MLA Mentorship Program!
A note on managing up...
What is managing up?

- Doing your job in a way that makes your boss's job easier - anticipating pain points to eliminate or lessen them. It means building trust.

- “It means being the most effective employee you can be, creating value for your boss and your company.” -HBR
Why is managing up important?

- Better working relationships, eliminates drama and stories we tell ourselves; focus is on accountability
- More effective communication
- Builds trust

Photo by James Wheeler from Pexels
Why is managing up important?

- Teaches you how to look at situations more closely
- More creative problem-solving
Why is managing up important?

- Stretches your strategic-thinking muscles
- Moves library/mission forward
Why is managing up important?

- Gets more done overall!
- **Whether or not you want to move up, this is important stuff**
What do I do now? How to Practice Managing Up

- Manage Yourself
  - Learn about your boss

- Learn about your organization
Manage yourself first!

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISTJ</td>
<td>Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.</td>
</tr>
<tr>
<td>ISFJ</td>
<td>Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.</td>
</tr>
<tr>
<td>INFJ</td>
<td>Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.</td>
</tr>
<tr>
<td>INTJ</td>
<td>Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.</td>
</tr>
<tr>
<td>ISTP</td>
<td>Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.</td>
</tr>
<tr>
<td>ISFP</td>
<td>Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.</td>
</tr>
<tr>
<td>INFP</td>
<td>Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.</td>
</tr>
<tr>
<td>INTP</td>
<td>Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.</td>
</tr>
<tr>
<td>ESTP</td>
<td>Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.</td>
</tr>
<tr>
<td>ESFP</td>
<td>Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.</td>
</tr>
<tr>
<td>ENFP</td>
<td>Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.</td>
</tr>
<tr>
<td>ENTP</td>
<td>Inventive, enthusiastic, strategic, enterprising, imaginative, versatile. Enjoy new ideas and challenges, value inspiration.</td>
</tr>
<tr>
<td>ESTJ</td>
<td>Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.</td>
</tr>
<tr>
<td>ESFJ</td>
<td>Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.</td>
</tr>
<tr>
<td>ENFJ</td>
<td>Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.</td>
</tr>
<tr>
<td>ENTP</td>
<td>Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.</td>
</tr>
</tbody>
</table>
Manage yourself first!
Manage yourself first!

THE DIFFERENT STYLE OF LEARNING

- **VERBAL** (linguistic): the child prefers using words in both speech and writing and loves role-playing.
- **AURAL** (auditory-musical): the child prefers using sound and music and learns by listening and hearing lectures.
- **VISUAL** (spatial): the child prefers using pictures, images and learns by observing and watching.
- **PHYSICAL** (kinesthetic): the child prefers using the body, hands and sense of touch to learn.
- **LOGICAL** (mathematical): the child prefers using reason, logic and recognizes patterns easily.
- **SOCIAL** (interpersonal): the child prefers to learn within a group and is usually a good communicator.
- **SOLITARY** (intrapersonal): the child prefers to learn and work alone and shows independent play.

INTEGRATED Learning Strategies
Manage yourself first!

<table>
<thead>
<tr>
<th>Personal Skills or Competences</th>
<th>Social Skills or Competences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How we manage ourselves</strong></td>
<td><strong>How we handle relationships with others</strong></td>
</tr>
<tr>
<td>Self-awareness</td>
<td>Empathy</td>
</tr>
<tr>
<td>- Emotional awareness</td>
<td>- Understanding others</td>
</tr>
<tr>
<td>- Accurate self-assessment</td>
<td>- Developing others</td>
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<tr>
<td>- Self-confidence</td>
<td>- Service orientation</td>
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<tr>
<td>Self-regulation</td>
<td>- Leveraging diversity</td>
</tr>
<tr>
<td>- Self-control</td>
<td>- Political awareness</td>
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<tr>
<td>- Trustworthiness</td>
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<tr>
<td>- Conscientiousness</td>
<td></td>
</tr>
<tr>
<td>- Adaptability</td>
<td></td>
</tr>
<tr>
<td>- Innovation</td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>Social Skills</td>
</tr>
<tr>
<td>- Achievement drive</td>
<td>- Influence</td>
</tr>
<tr>
<td>- Commitment</td>
<td>- Communication</td>
</tr>
<tr>
<td>- Initiative</td>
<td>- Conflict management</td>
</tr>
<tr>
<td>- Optimism</td>
<td>- Leadership</td>
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<tr>
<td></td>
<td>- Change catalyst</td>
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<tr>
<td></td>
<td>- Building bonds</td>
</tr>
<tr>
<td></td>
<td>- Collaboration and cooperation</td>
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<td></td>
<td>- Team capabilities</td>
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Based on ‘Working with Emotional Intelligence’ Daniel Goleman.
Manage yourself first!

You’re 28 questions away from discovering how you are most likely to impress and influence.

Incite action.
Influence opinions.
Conquer the competition.
Wow the client.
Ace the pitch.
Pique curiosity.

Our proprietary research has helped over a million people, just like you.
Let’s get started.
Manage yourself first!

Your CliftonStrengths 34 Results

You are uniquely powerful. Your distinct CliftonStrengths 34 profile sets you apart from everyone else. This is your talent DNA, shown in rank order based on your responses to the assessment.

Use this report to make the most of your strongest CliftonStrengths themes, navigate the rest and maximize your infinite potential:

- **Read and reflect on your results** to understand what you naturally do best.
- **Learn how to apply** your strongest CliftonStrengths every day.
- **Share your results with others** to create stronger relationships and improve teamwork.

**STRENGTHEN**

1. Significance
2. Futuristic
3. Individualization
4. Focus
5. Maximizer
6. Strategic
7. Learner
8. Achiever
9. Responsibility
10. Belief

**NAVIGATE**

11. Analytical
12. Competition
13. Activator
14. Self-Assurance
15. Discipline
16. Communication
17. Arranger
18. Intellection
19. Positivity
20. Ideation
21. Mega

You lead with **Influencing** CliftonStrengths themes.

- **EXECUTING** themes help you make things happen.
- **INFLUENCING** themes help you take charge, speak up and make sure others are heard.
- **RELATIONSHIP BUILDING** themes help you build strong relationships that hold a team.
Manage yourself first!

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<tbody>
<tr>
<td>1. Input</td>
<td>People who are especially talented in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information. VIDEO PDF</td>
</tr>
<tr>
<td>2. Restorative</td>
<td>People who are especially talented in the Restorative theme are adept at dealing with problems. They are good at figuring out what is wrong and resolving it. VIDEO PDF</td>
</tr>
<tr>
<td>3. Responsibility</td>
<td>People who are especially talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty. VIDEO PDF</td>
</tr>
<tr>
<td>4. Intellection</td>
<td>People who are especially talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions. VIDEO PDF</td>
</tr>
<tr>
<td>5. Context</td>
<td>People who are especially talented in the Context theme enjoy thinking about the past. They understand the present by researching its history. VIDEO PDF</td>
</tr>
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Manage yourself first!

1. Significance

HOW YOU CAN THRIVE

You want to make a big impact. You are independent and prioritize projects based on how much influence they will have on your organization or people around you.

WHY YOUR SIGNIFICANCE IS UNIQUE

*These personalized Strengths Insights are specific to your CliftonStrengths results.*

Because of your strengths, you probably work diligently, persevering to the very end. You are gratified when people tell others you are a competent, trustworthy, and accomplished individual.

Driven by your talents, you are determined to be in charge of your own destiny. This is your life. You intend to be the ultimate decision maker regarding personal and professional matters.

It’s very likely that you live your life at center stage. It is risky at times. However, it is the only way you will ever know how much people appreciate and love you. Being a person of prominence and achievement comes naturally to you. You easily capture the attention of others. You sense that you are most alive when you hear thunderous applause or receive accolades from those who realize you are important.

Chances are good that you contend that what you have to say is very important. You probably tell individuals or groups they would be wise to stop what they are doing and give you their undivided attention.
Manage yourself first!

“Failure is an opportunity to grow”
GROWTH MINDSET
- “I can learn to do anything I want”
- “Challenges help me to grow”
- “My effort and attitude determine my abilities”
- “Feedback is constructive”
- “I am inspired by the success of others”
- “I like to try new things”

“Failure is the limit of my abilities”
FIXED MINDSET
- “I’m either good at it or I’m not”
- “My abilities are unchanging”
- “I don’t like to be challenged”
- “I can either do it, or I can’t”
- “My potential is predetermined”
- “When I’m frustrated, I give up”
- “Feedback and criticism are personal”
- “I stick to what I know”
Manage yourself first! Never Stop Learning
Manage Yourself First

Myers-Briggs

- **I**: Turn inward to energize
- **N/S**: Perceive info internally & externally
- **T/F**: Process info with logic & emotion
- **J**: Organize info and stick to plans

Fascinate Archetype

**The Wise Owl**

- Carefully analyze situations and watchful of details
- Find most effective path toward goal
- Loyal and committed; give thoughtful advice
- Discreet and well-informed

Clifton Strengths

- Restorative
- Harmony
- Developer
- Learner
- Positivity
- Achiever
- Includer
- Intellection
- Focus
- Input
Learn About Your Organization

Service Priorities

**Service to the Community**: Make sure we are serving our patrons first, and to the best of our abilities

**Service to the Organization**: Manage your resources wisely; we are co-caretakers of community resources.

**Service to our Staff**: Everyone is properly trained and understands expectations; everyone is valued, everyone receives equitable treatment

Potential Values

- Person-centered service, Friendliness, Inclusiveness
- Growth mindset, Stewardship, Noble Intent
- Empathy, Integrity, Accountability
Get to Know Your Boss

- Same things you learned about yourself—communication style, etc.
- Don’t think of it as a power dynamic--this is limiting
Managing Up in Practice

- Ask curious questions
- Effective communication
Managing Up in Practice

- Productive disagreement: Don’t always take no for an answer
More on disagreement

Common Managing Up Failures

**Right Idea, Wrong Situation**
They don't realize they're missing context, resulting in "unknown-unknowns"

**Right Idea, Wrong Time**
Their drive to solve the problem "right now" backfires

**Right Idea, Wrong Delivery**
They get caught off-guard by significant stylistic differences
Managing up DON’Ts

- Don’t get caught up in office politics
- Don’t let your ego run wild

“The ego is not your amigo.”
- Cy Wakeman
Managing up DON’Ts

- Don’t let the story you perceive color the way you act
- Don’t let your emotions drive your behavior
Managing up DON'Ts

- Don’t be an island (be a team player!)
- Don’t under-communicate
Helpful Mindsets

- Extending grace
- Put yourself in your boss’s shoes
- Assume positive intent
- Patience
- How can I help?
What to do if it just isn’t working...

- Is compromise on the table?
  - Small changes
- Know when to pick your battles
- Sponsor within your organization
- It just might not be possible
What to do if it just isn’t working...

- Take a step back - look at the situation more objectively
- Change the way you’re relating!
What to do if it just isn’t working...

- Find your professional community elsewhere
What to do if it just isn’t working...

- Look for a position elsewhere
If you’re the manager or want to be one…staying receptive to managing up

- Learn about yourself and your management style
- Know what managing up is and what it looks like
- Communication, communication, communication
- Power over VS Power with and to (Brene Brown)

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<tr>
<th>Power Over</th>
<th>Power With &amp; To</th>
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<tbody>
<tr>
<td>Believe <strong>power is finite</strong> and use fear to protect and hoard power</td>
<td>Power becomes <strong>infinite</strong> and expands when shared with others</td>
</tr>
<tr>
<td>Being right is more important than getting it right</td>
<td>Getting it right is more important than being right</td>
</tr>
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Resources

Website/Articles

- **How to Fascinate**: [https://tinyurl.com/fascinatequiz](https://tinyurl.com/fascinatequiz)
- **The Right Way to Bring a Problem to Your Boss**: [https://tinyurl.com/hbrproblem](https://tinyurl.com/hbrproblem)
- **Emotional Intelligence Skills**: [https://tinyurl.com/eqsi22](https://tinyurl.com/eqsi22)
- **Ask a Manager**: askamanager.org
- **Reforge.com blog on Managing Up**: [https://tinyurl.com/manageupblog](https://tinyurl.com/manageupblog)
- **DiSC Assessment**: discprofile.com
Resources

Books

- Emotional Intelligence by Daniel Goleman
- Dare to Lead by Brene Brown
- No Ego: How Leaders Can Cut the Cost of Workplace Drama, End Entitlement, and Drive Big Results by Cy Wakeman
- The Making of a Manager: What to Do When Everyone Looks to You by Julie Zhuo
- Radical Candor: Be a Kickass Boss Without Losing Your Humanity by Kim Malone Scott
Resources

People, Podcasts

- Brene Brown! *Dare to Lead*
- *LeadX Leadership Show with Kevin Kruse*
- *Coaching Real Leaders*
Questions?

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