

# Managing Up, Down, and All Around

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Lead from Where You Are

<https://tinyurl.com/ManagingUpSI22>

# Who are we? And how did we get here?

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Liz Breed

Assistant Director

Jackson District Library



Elissa Zimmer

Districtwide Programming  
Coordinator

Van Buren District Library

**MLA Mentorship Program!**

# A note on managing up...

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# What is managing up?

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- 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?

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- 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?

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- Teaches you how to look at situations more closely
- More creative problem-solving

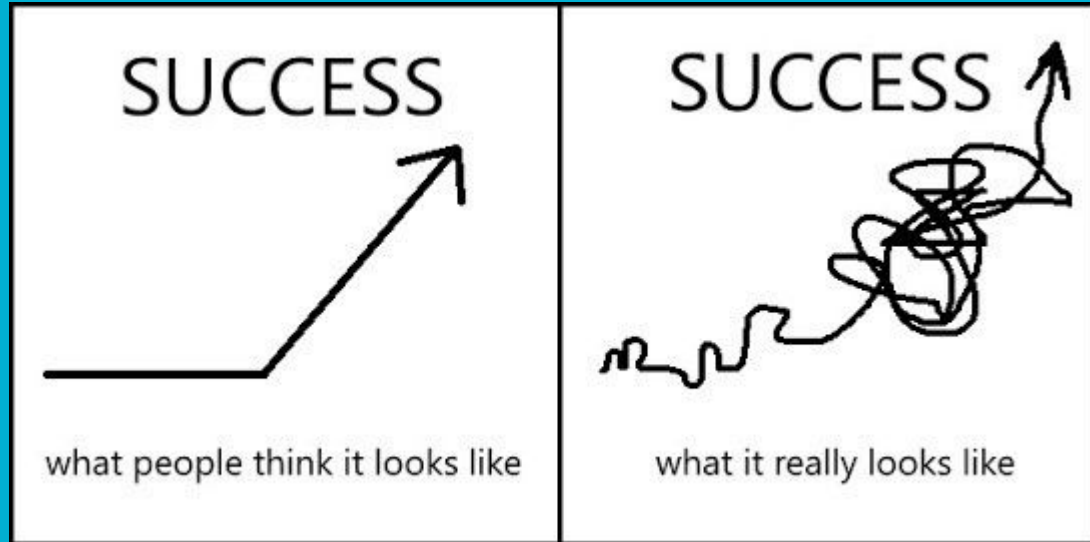




# Why is managing up important?

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- 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

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# Manage yourself first!

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## ISTJ

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

## ISFJ

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

## INFJ

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

## INTJ

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

## ISTP

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

## ISFP

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

## INFP

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

## INTP

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

## ESTP

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

## ESFP

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

## ENFP

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

## ENTP

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

## ESTJ

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

## ESFJ

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

## ENFJ

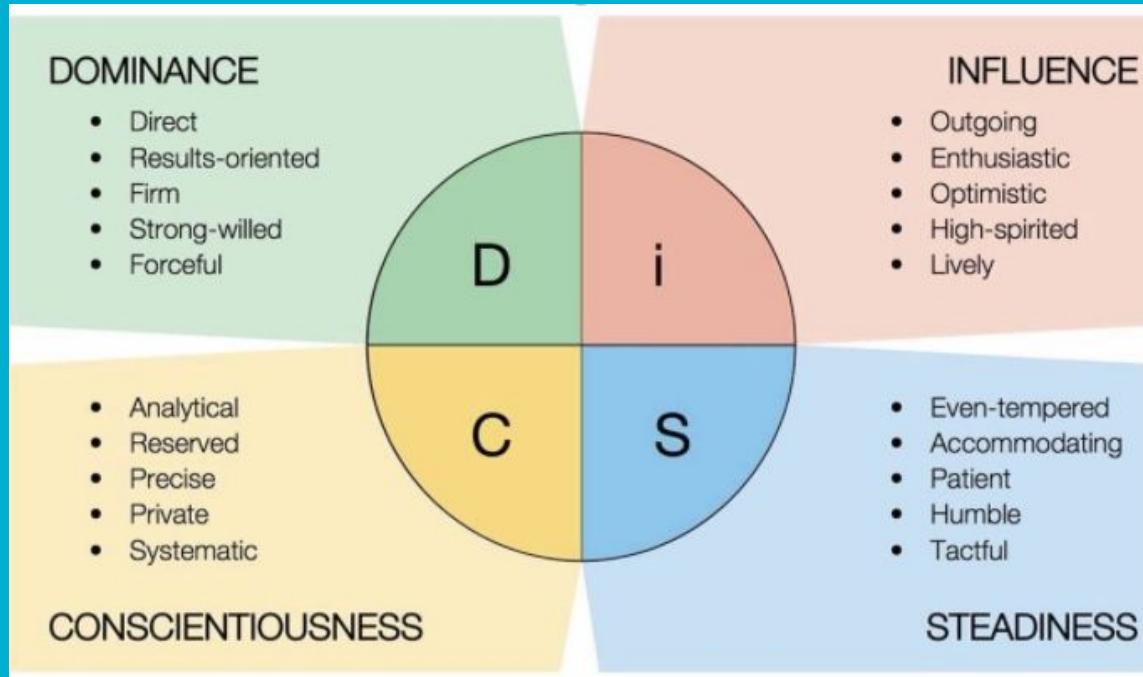
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

## ENTJ

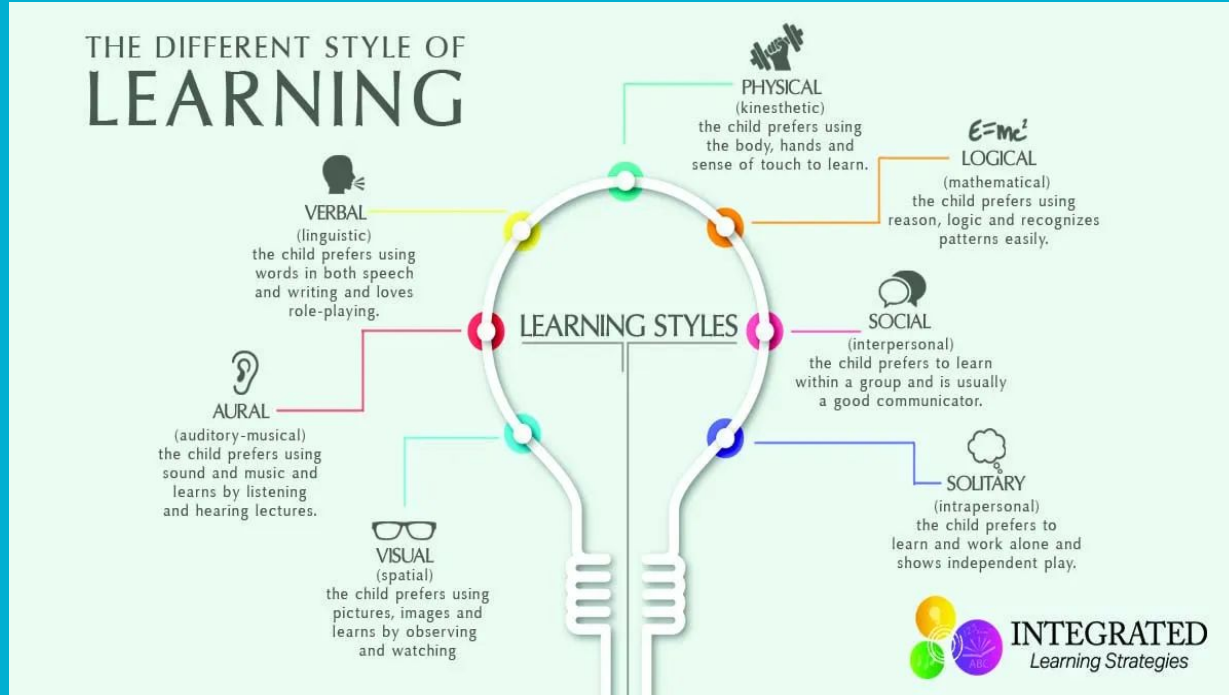
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

# Manage yourself first!

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# Manage yourself first!



# Manage yourself first!

Personal Skills or Competences	Social Skills or Competences
<i>How we manage ourselves</i>	<i>How we handle relationships with others</i>
<ul style="list-style-type: none"><li>▶ <b>Self-awareness</b><ul style="list-style-type: none"><li>▶ Emotional awareness</li><li>▶ Accurate self-assessment</li><li>▶ Self-confidence</li></ul></li><li>▶ <b>Self-regulation</b><ul style="list-style-type: none"><li>▶ Self-control</li><li>▶ Trustworthiness</li><li>▶ Conscientiousness</li><li>▶ Adaptability</li><li>▶ Innovation</li></ul></li><li>▶ <b>Motivation</b><ul style="list-style-type: none"><li>▶ Achievement drive</li><li>▶ Commitment</li><li>▶ Initiative</li><li>▶ Optimism</li></ul></li></ul>	<ul style="list-style-type: none"><li>▶ <b>Empathy</b><ul style="list-style-type: none"><li>▶ Understanding others</li><li>▶ Developing others</li><li>▶ Service orientation</li><li>▶ Leveraging diversity</li><li>▶ Political awareness</li></ul></li><li>▶ <b>Social Skills</b><ul style="list-style-type: none"><li>▶ Influence</li><li>▶ Communication</li><li>▶ Conflict management</li><li>▶ Leadership</li><li>▶ Change catalyst</li><li>▶ Building bonds</li><li>▶ Collaboration and cooperation</li><li>▶ Team capabilities</li></ul></li></ul>

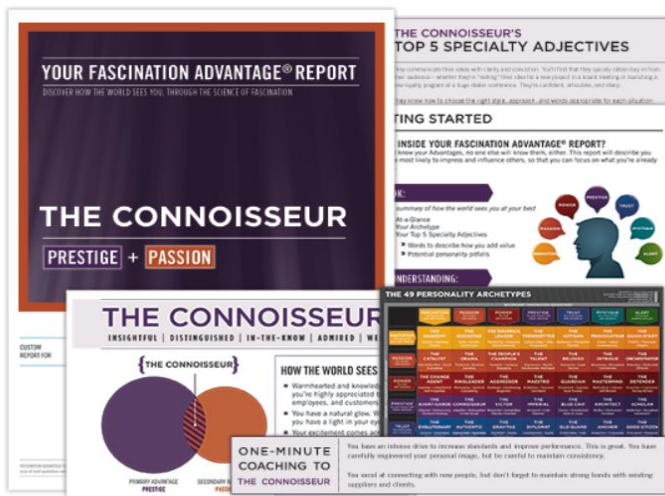
Based on 'Working with Emotional Intelligence' Daniel Goleman.

# Manage yourself first!



HOW TO FASCINATE®  
DISCOVERED BY SALLY HOGSHEAD

FASCINATE TEST PRODUCTS COACHING STORIES MY ACCOUNT LOGIN



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.

TAKE THE TEST

# Manage yourself first!

CliftonStrengths®

DONALD CLIFTON

## 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. Woo

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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1. Input	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.	<a href="#">VIDEO</a> <a href="#">PDF</a>
2. Restorative	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.	<a href="#">VIDEO</a> <a href="#">PDF</a>
3. Responsibility	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.	<a href="#">VIDEO</a> <a href="#">PDF</a>
4. Intellection	People who are especially talented in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.	<a href="#">VIDEO</a> <a href="#">PDF</a>
5. Context	People who are especially talented in the Context theme enjoy thinking about the past. They understand the present by researching its history.	<a href="#">VIDEO</a> <a href="#">PDF</a>



# Manage yourself first!

## INFLUENCING

### 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.

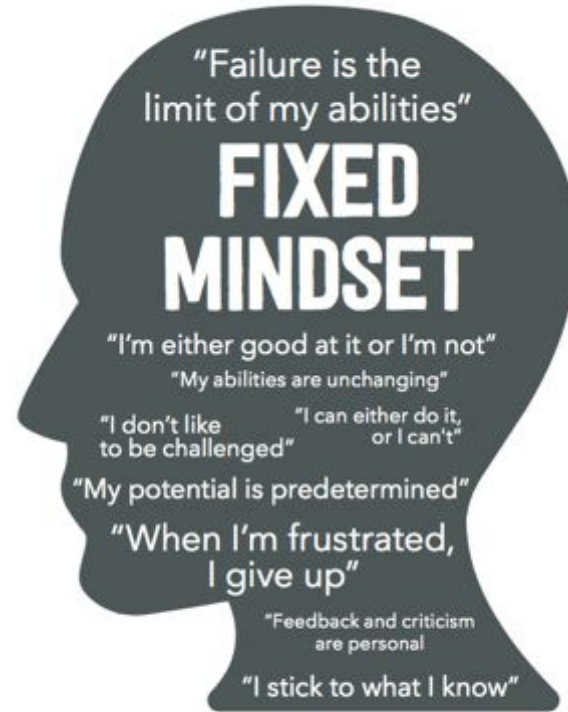
Driven by your talents, you are determined to be in charge of your own destiny. This is your life. You intend to be the ultimate decision maker regarding personal and professional matters.

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.

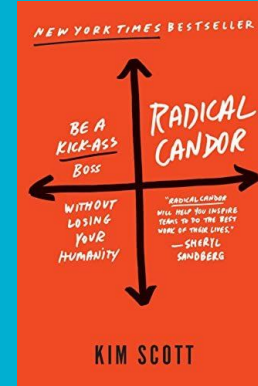
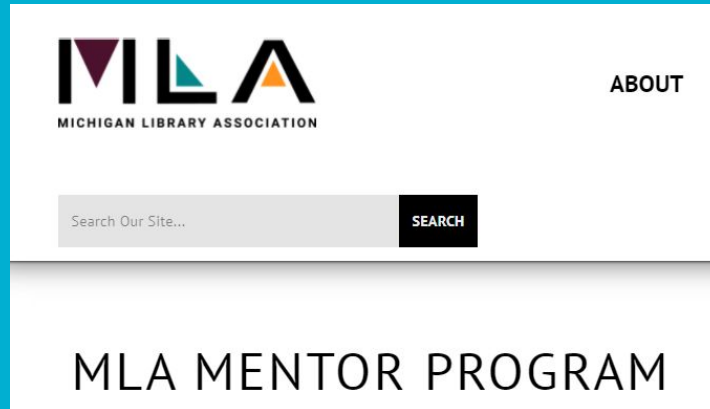
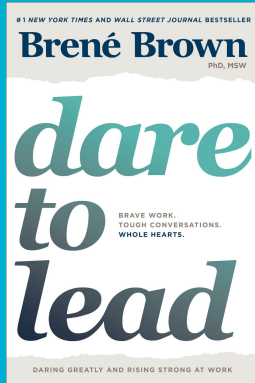
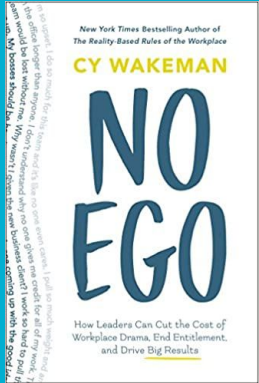
Chances are good that you contend that what you have to say is very important. You probably tell individuals or groups they would be wise to stop what they are doing and give you their undivided attention.

# Manage yourself first!

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# Manage yourself first! Never Stop Learning



# Manage Yourself First

## Myers-Briggs



Turn inward to energize



Perceive info internally & externally



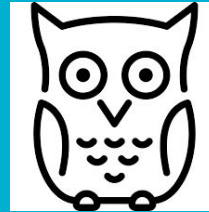
Process info with logic & emotion



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

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## 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

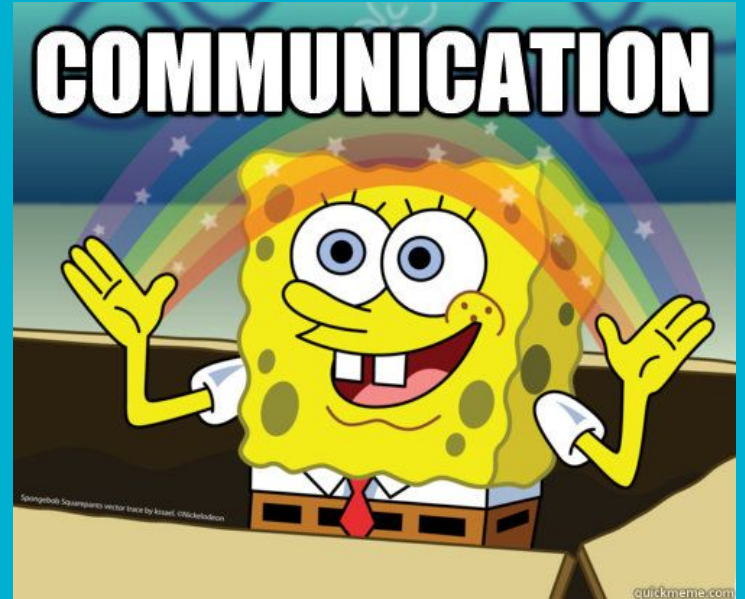
—————> Growth mindset, Stewardship, Noble Intent

—————> Empathy, Integrity, Accountability

# Get to Know Your Boss

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- 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

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- Ask curious questions
- Effective communication



# Managing Up in Practice

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- Productive disagreement: Don't always take no for an answer





# More on disagreement

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## 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

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- 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

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- Don't let the story you perceive color the way you act
- Don't let your emotions drive your behavior



# Managing up DON'Ts

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- Don't be an island (be a team player!)
- Don't under-communicate

I'm sorry you find communicating so difficult, next time I'll read your mind.



someecards  
user card

# Helpful Mindsets

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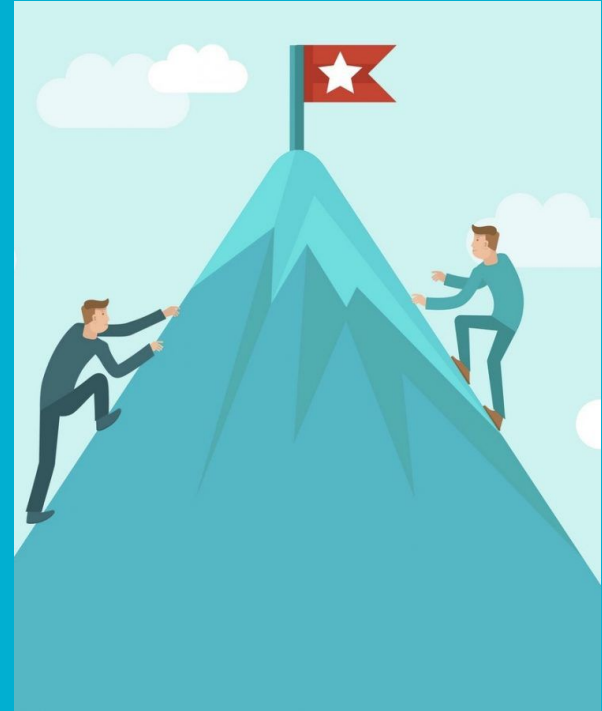
- Extending grace
- Put yourself in your boss's shoes
- Assume positive intent
- Patience
- How can I help?



# What to do if it just isn't working...

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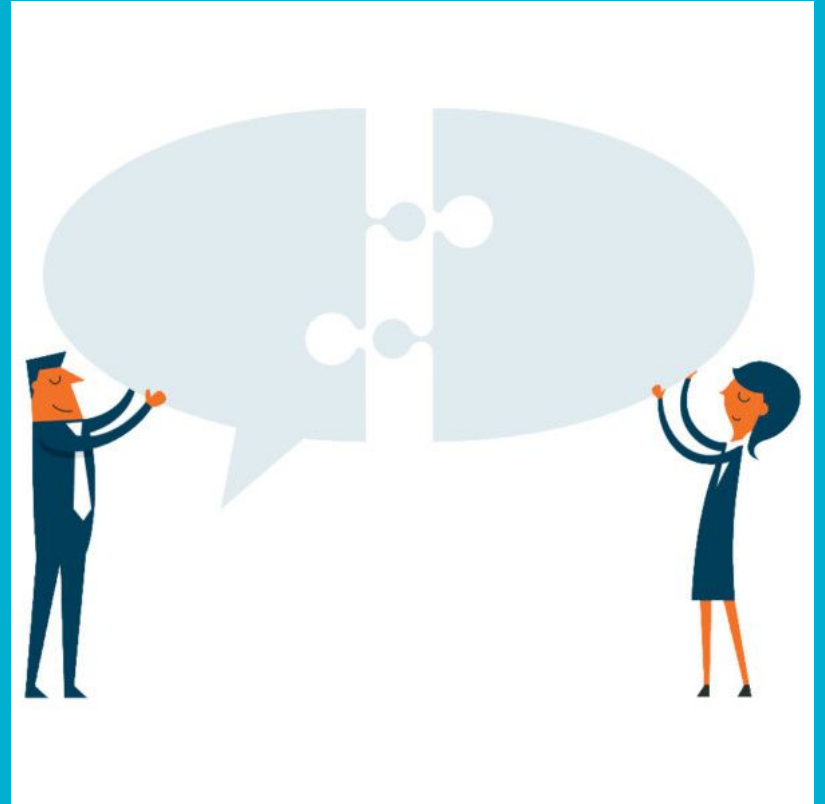
- Is compromise on the table?
  - Small changes
- Know when to pick your battles
- Sponsor within your organization
- It just might not be possible



# What to do if it just isn't working...

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- 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...

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- Find your professional community elsewhere





# What to do if it just isn't working...

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- 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)



Power Over	Power With & To
Believe <b>power is finite</b> and use fear to protect and hoard power	<b>Power becomes infinite</b> and expands when shared with others
Being right is more important than getting it right	Getting it right is more important than being right

# Resources

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## 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](http://askamanager.org) : [askamanager.org](http://askamanager.org)
- [Reforge.com blog on Managing Up](https://tinyurl.com/manageupblog): <https://tinyurl.com/manageupblog>
- [DiSC Assessment](http://discprofile.com): [discprofile.com](http://discprofile.com)

# Resources

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## Books

- *Emotional Intelligence* by Daniel Goleman
- *Dare to Lead* by Brené 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

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## People, Podcasts

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

# Questions?

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Liz Breed, Assistant Director at  
Jackson District Library

[breedl@myjdl.com](mailto:breedl@myjdl.com)

Elissa Zimmer, Districtwide  
Programming Coordinator at Van  
Buren District Library

[ezimmer@vbdl.org](mailto:ezimmer@vbdl.org)