

Managing Up

NYAPRS Rehabilitation and Recovery Academy
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What is Managing Up?

Anticipating *your* supervisor's needs and building strong relationships with both them and other members of leadership so that the services and divisions that you oversee have everything they need to grow and thrive.

Managing up involves making sure you have handled your responsibilities diligently so that your supervisors are satisfied and can focus on their other work items.

What Does it Mean to Manage Up?

Developing a strong relationship with your supervisor & making their work-life less stressful by guiding your team to deliver results that are timely and impressive.



Influencing those above you to manage effectively, so that you have what *YOU* need to be successful.
MAKE THEM BE THE BEST SUPERVISOR FOR YOU!



Assuring your relationship with *your* supervisor works for you, for your supervisor, for your supervisees and for the organization.

Why is Managing Up Important and Why Should I Care?

At work, relationships matter! Your supervisor has influence on what you work on and your visibility within the agency.

Delivering results gets your skills and talents noticed, increasing the chance of positive outcomes for your team and maybe even a promotion for you.

When you contribute impressive work that benefits the organization, management notices.

Managing up can make your day-to-day life easier.

Managing Up Is.....

Directing or influencing those above you to manage effectively, so that you have what YOU need to be successful.

MAKE THEM BE THE BEST SUPERVISOR FOR YOU!

Pushing away emotion/power differential to get to the WORK issue you care about. Always make it be about the work not the personalities or the style.

DEFINE THE WORK ISSUE AND STICK TO IT!

Tips for Managing Up

Pay attention to who your supervisor really is and what they are being asked to do.

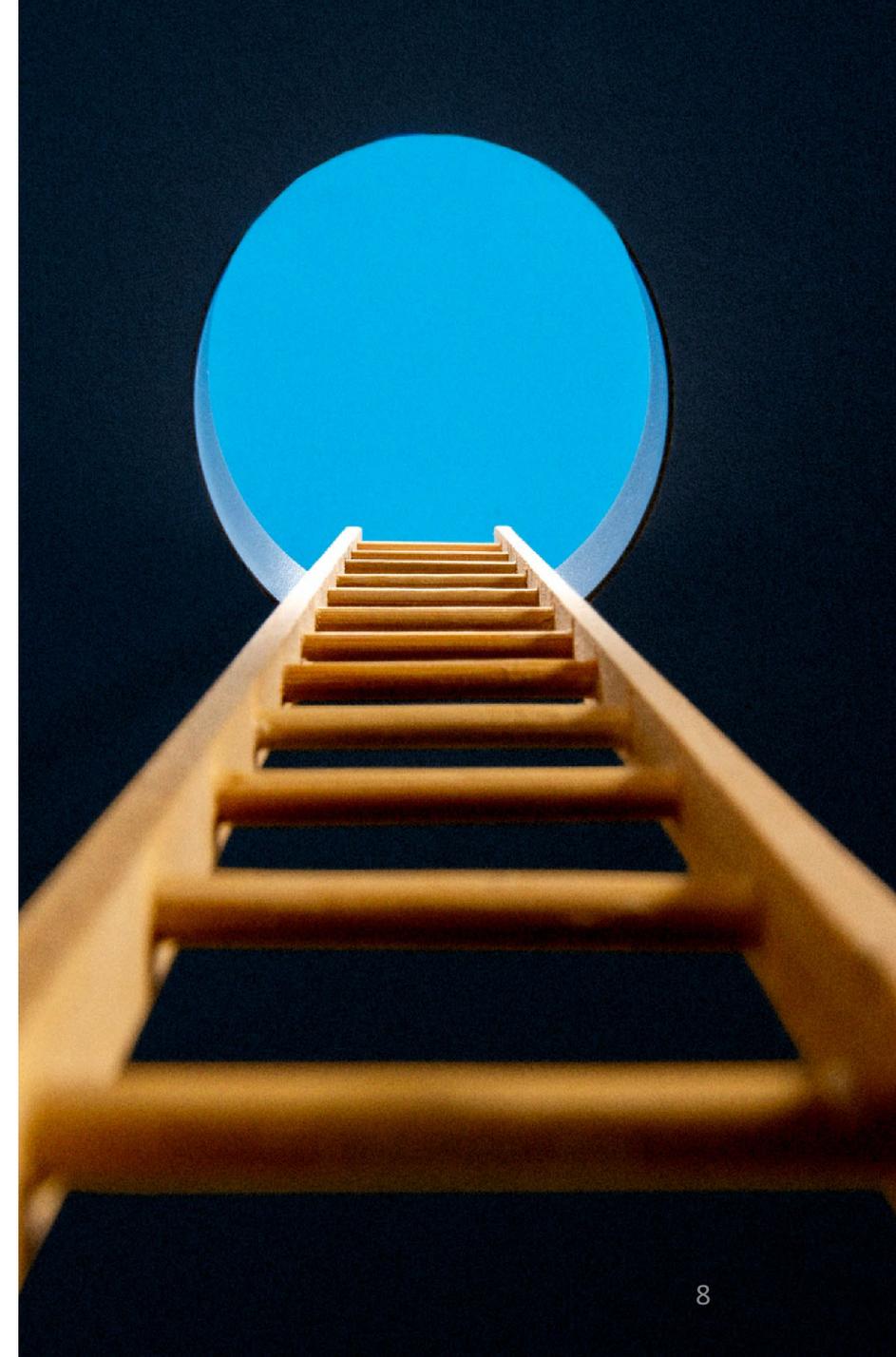
Think about how you will react and interact. You can't control your supervisor, but you can control yourself.

Observe your supervisor- figure out their style, personality and priorities.

Assess yourself- explore what it's really like to work with you. What are your strengths, and your challenges?

How Do I Manage Up?

1. Know the needs of your supervisors and supervisees
 - Be interested in your employees-Know their goals.
 - Do the same with your supervisor.
 - By meeting both the needs of your supervisor and your team, your supervisor will find ways to help you meet your own goals.
2. Assure your supervisor can easily connect with you
 - Learn your supervisor's preferred communication style-and use it.
 - Make it easy for them to quickly reach out to you with questions or assignments.
3. Evaluate your supervisor's goals to help establish yours
 - Understand your supervisor's work goals and support them by providing quality outcomes and services that get you and your team noticed.



How do I Manage Up? (continued)

4. Don't add to your supervisor's stress
 - Let your supervisor know that you're on top of things!
5. Exceed performance metrics and goals
 - Consistently meet and exceed the performance goals your supervisor establishes.
 - Motivate your team to achieve agency mission and vision.
6. Schedule and keep regular meetings with your supervisor
 - Assure you maintain strong relationships.
 - Come to supervision with goals and talking points to keep the meeting productive and worthwhile.
 - Share your goals and ideas for improvement.
 - Keeping regular meetings with your supervisor shows your commitment and keeps your supervisor involved in your progress and achievements.



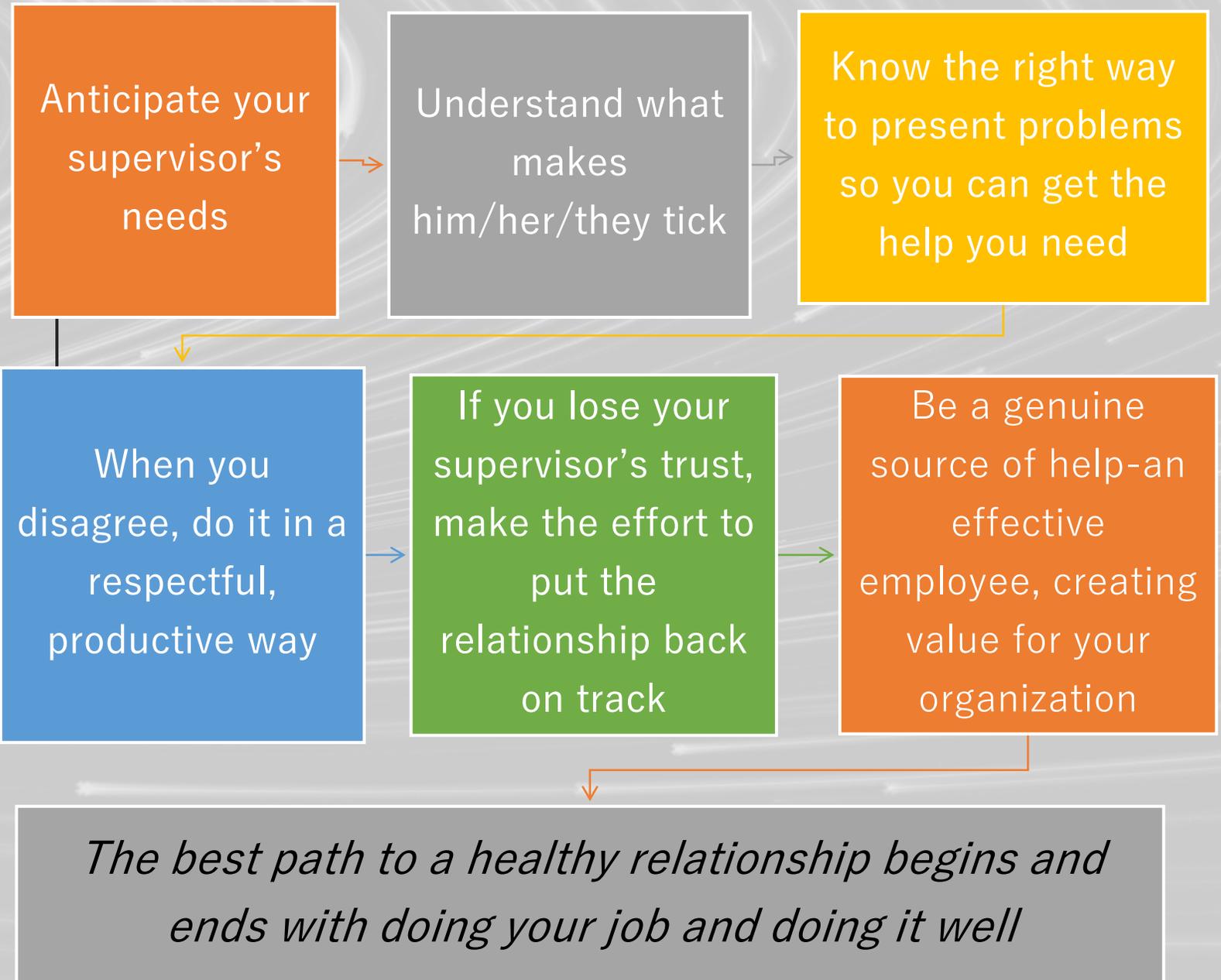
What Kind of Supervisor Do You Have?

Each type of supervisor poses unique challenges that require equally unique skills to handle. Are you dealing with:

- A brand-new supervisor
- A supervisor you don't see face to face because he/she/they works in another location
- An insecure supervisor
- An all-knowing supervisor
- An indecisive supervisor
- A supervisor who gives you conflicting messages
- A hands-off supervisor
- A supervisor who knows less than you about the organization and services
- A boss that's actually the board of directors



Skills for Managing Up Regardless of Your Supervisor's Style





Should I Adapt my Behavior at Work for People Who May be Different From Me?

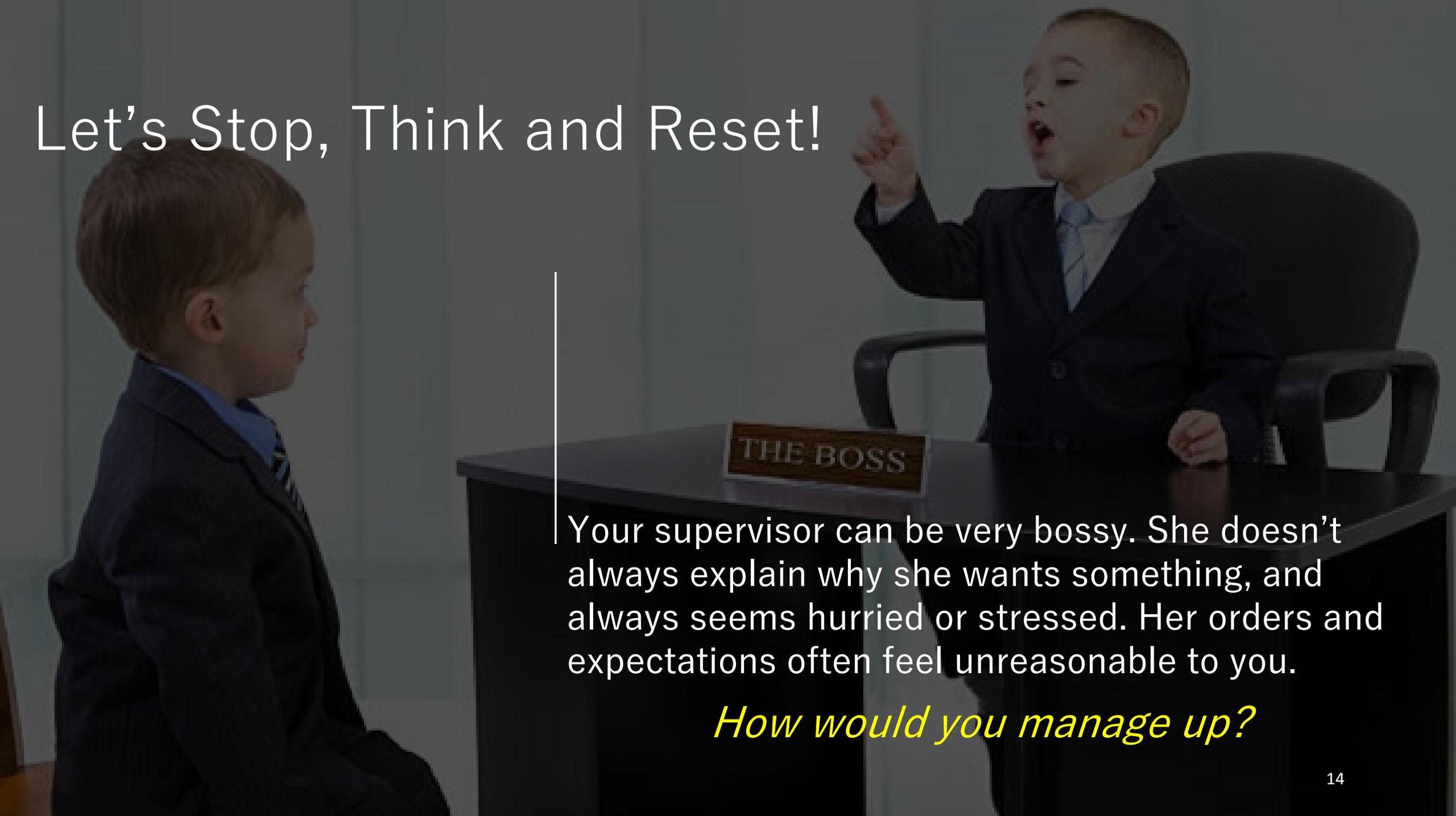
- Identify what frustrates your supervisor and avoid doing it.
- Ask questions at the beginning of a project so you understand the expectations.
- Keep your supervisor in the loop.
- Be proactive. Don't wait to be told what to do.
- Own your mistakes. Don't try to cover them but instead, work towards solution.
- Offer possible solutions, not just problems.
- Make requests, not complaints.

What If My Supervisor Is Frustrating?

To manage a challenging supervisor:

- Assume your supervisor has some positive intention
- Ask for clarification and try to have patience
- Consider if you can adapt your behavior
- Figure out what your supervisor needs to trust you and give it to them
- Try not to cast your supervisor as a villain. Try and change the story!

Let's Stop, Think and Reset!

A young boy in a dark suit and light blue tie sits at a black desk. On the desk is a small wooden sign that says "THE BOSS". He is pointing his right index finger towards another young boy in a dark suit and light blue tie who is sitting on a chair to the left of the desk. The boy on the left is looking towards the boy on the right. The background is a plain, light-colored wall.

Your supervisor can be very bossy. She doesn't always explain why she wants something, and always seems hurried or stressed. Her orders and expectations often feel unreasonable to you.

How would you manage up?

Manage Up!

Try these responses:

- ✓“To do my work and meet our goals, it would help if you could explain/review the steps involved”
- ✓“I’d love to get just 15 minutes of your time so I’m totally clear about the desired outcomes or actions needed to achieve the goal”
- ✓“I want to be clear about the expectations, so I can then break them down into manageable steps”

Keep your focus on the work and accomplishing the task- not your supervisor’s attitude or approach



Uh Oh !

You have been tasked with increasing productivity expectations but when you've tried to implement-it just doesn't work. There are not enough staff hours to meet the new expectation.

What should you do?

Manage Up

- ✓ Ask to see your supervisor and actually do the math on how many service hours and staff it would take to reach the targeted numbers.
- ✓ PROVE that the expectation is not feasible!



A policy has been handed down and you are tasked with implementing it even though you don't agree with it. Is there is any way to make this work?

Can you
Manage-
Up?

- First step with your supervisor: *HIT THE PAUSE BUTTON*, ask for clarity, state your case and stay with it.
- What's the best way to communicate the policy to staff?
- Is there any way to have them “own” it?



Managing UP

**For maximum
success, tune in not
only to those you
manage but also to
those who manage
you!**

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Resources

Pohle, A. (2021). Managing up can improve your day-to-day working life and your career trajectory. Wall Street Journal, Updated March 18, 201

Rousmaniere, D. (2015). What Everyone Should Know About Managing Up. Harvard Business Review, January 23, 2015. Retrieved at: [What Everyone Should Know About Managing Up \(hbr.org\)](https://hbr.org/2015/01/what-everyone-should-know-about-managing-up/)

Indeed. (2022) Managing Up: Effective Strategies for Managers? Retrieved at: [Managing Up: Effective Strategies for Managers \(indeed.com\)](https://www.indeed.com/career-advice/management/managing-up)

