



Managing Up
and
Setting Performance
Expectations

Introduction

Managing those we are responsible for is challenging in itself. So why should we also consider Managing Up? Because doing so actually simplifies your job, reduces potential problems and increases productivity. Your relationship with your manager is one of mutual dependence. Managing Up is about refining that relationship so that it operates as smoothly as possible. Do you know how to best interact with your manager to get what you need, support his/her success, and excel at your job? Managing up often comes with unique challenges and stressors. This book introduces key strategies that will enable you to meet those challenges and ease associated stress. Try implementing at least three strategies.

This book is designed to help you:

- Build the skills and confidence to Manage Up
- Cultivate a positive working relationship with your manager
- Implement strategies designed for Managing Up effectively





“Most people know what they need to do when it comes to managing their bosses, they just have trouble doing it. This is in large part because many people struggle with hierarchical relationships. They want to believe that it’s a just world and that the quality of your relationship with your boss shouldn’t matter, but it does. So even if the idea of Managing Up makes you feel squeamish, it pays to respect this important part of your job.”

Amy Gallo, *Setting the record straight on managing your boss.*



Ten
Strategies for
Managing Up



1. Establish Clear goals

A crucial starting point is establishing the parameters and specific expectations of your role. Also from an organisational perspective, where you fit and what is required of you. It is easy to set simple measurable objectives such as sales targets and financial objectives, but it is the intangible goals such as maintaining good relations with key executives, or departments that will also need to be identified.

2. Keep your manager informed

Keeping your manager informed is an essential part of reducing potential stressors. When it comes to deadlines, be clear, pinpoint a specific date and or time. When it comes to getting the job done, identify the resources you need and be upfront about what you cannot handle. When you communicate, give an update on your progress, ask timely questions to clarify and follow up with commitments to action.

3. Work with your manager's preferred communication style

We each have our preferences. Once you learn your manager's preferences, you can tailor how you communicate with them and in doing so, you immediately increase your effectiveness. Consider whether your manager is a listener or a reader? Listeners want to hear information first and read about it later. Peter Drucker, author of *The Effective Executive* says, if your manager is a listener, brief her in person and then follow up with a memo. If she is a reader, cover important points of your proposal in a memo or report, then discuss them. Does your manager prefer detailed facts, if so, focus on accuracy. Or do they prefer an overview, in which case you could emphasise clarity and the big picture. Think about how often your manager wants to receive information, perhaps at specific stages, daily updates or periodically. You may find it useful to make an agreed time and way to communicate.

For example, via email, phone or a face-to-face meeting, weekly or bi-weekly.

4. Fine tune your awareness

Be aware when your manager faces a time of high pressure, or sudden change. This may call for you to provide additional support, such as asking if there is more that needs to be accomplished. Or perhaps your manager may need you to communicate more or less frequently during this time. This is a good time to ensure you are attuned to your goals and objectives and prioritising accordingly.

