



Successful Teams and Managing Up for Returning Members/Managers

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As managers, what is your role in building successful teams?

- Communication- information sharing on a regular basis so team knows what's going on. Sometimes have outside presenters come in to talk about a topic/program in the school that is common to everyone.
- Succession planning
- Grooming the next generation of leaders
- Mentoring
- Acting as a buffer between upper management/leadership and the team
- Coaching faculty and staff to help them understand advancement
- Commitment to professional development of each member on the team
- Dedicated time to prospect strategy meetings
- Invite discussion and brainstorming to hear different voices and perspectives
- Make sure advancement has representation at the table across the school (faculty meetings, department or programs, etc.)
- Ensure that the right people are in the right seats on the bus
- Celebrate successes large and small.
- Start meetings or conversations with positives
- Team building "Maxwell"
- Work flexibility (one person noted they have a 10 day work from home
- Have fun outside work- meet for happy hour, a movie, etc.
- Build relationships
- Arrange time for the dean to interact with the team as a way to demonstrate that he recognizes the value/contributions of the team.
- Rely on data to build a case and make decisions
- Seek to understand "other" perspectives, not criticize them



- Connect team members with success regardless of their role.

What is managing up? Quite simply, managing up refers to doing whatever you can to make your boss's job easier by essentially managing your manager.

Why is it important?

- Organizations promote people because of technical skills not their management skills. Plus, many new managers receive little or no training before assuming their new roles.
- You'll never have a perfect boss so get over it and start adapting
- It allows you to practice navigating and influencing people who approach work differently
- It helps you grow personally and professionally- consider it career development based on mutual benefit of you and your boss
 - You may be happier and more fulfilled with better communications
 - Stand out as a valuable asset with confidence and respect
 - Be seen as a problem solver

What does it include?

- Anticipate the boss's needs
- Knowing the right way to discuss problems
- Be proactive and provide information where you can
- Ask questions to understand what they want/need- don't assume
- Compassion and empathy- they are people too, so ask what keeps them up at night?
- Never let the boss get blindsided- get your boss the details of the situation and the corrective action that's already in play. If it is a problem- be ready to offer a solution
- Honor the boss's time



Challenges of managing up

- Ego- we resist being considered a follower because it has a negative connotation- patsy, kissing up manipulative, etc.
- Resistance to change- we don't like to get out of our comfort zone
- Fixed perspectives/judgement- not considering alternative ways or ideas which can lead to anger, bitterness or resentment
- Learning the manager's style and what works- time consuming and inconvenient

Tips/What works?

- Get to know your boss and find out what they want from you- at the same time approach it with genuinely wanting to make a positive impact on the organization/department
 - What does she want to accomplish?
 - What does she value personally and professionally?
 - What type of style does she have- hunches vs data ; talking vs email
 - What role does she envision you playing in her plan?
 - Past career experiences
- Anticipate and pitch in where you can- offer help
- Don't be manipulative or fake
- Check or address your personal baggage- what triggers you.

Resources:

- *Managing Up: How to Move up, Win at Work, and Succeed with Any Type of Boss* by Mary Abbajay
- The Management Center:
<http://www.managementcenter.org/tools/managing-up/>
- *How to Lead When You're Not in Charge: Leveraging Influence When You Lack Authority* by Clay Scroggins and Andy Stanley
- TED talks