



Penn Medicine



Learn strategies to build an even better working relationship with your manager



A link to the slides will be emailed at the end of the week

Why your relationship with your manager matters

- ▶ Research shows an employee's relationship with their manager accounts for 70% of variance in employee engagement
 - Employee Engagement: How involved people are in their work and how enthusiastic they are about it.
- ▶ Employees who have a good relationship with their managers:
 - Are more productive and display greater happiness with their work life
 - Have less stress, fewer sick days and experience less burnout



What is Managing Up?

Managing up is about **building a robust relationship** with the people above us so that we can obtain **optimal results** for us, for them and for the organization.

This business relationship creates opportunities for success not only in your current role, but in your overall career.

– Mary Abbajay, Author of *Managing Up*



You and your manager jointly manage the relationship you share



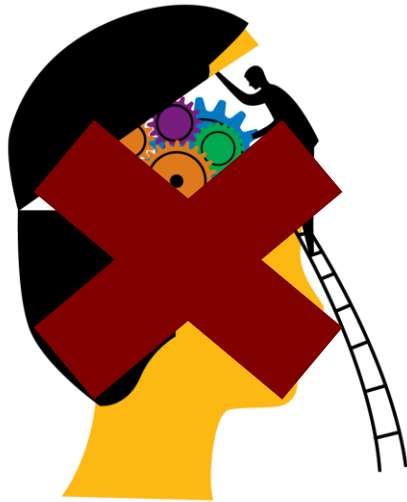
You and your manager are on the same team, and serve the same missions.



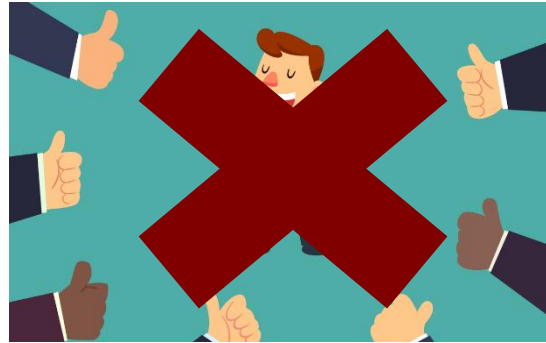
What managing up is not...



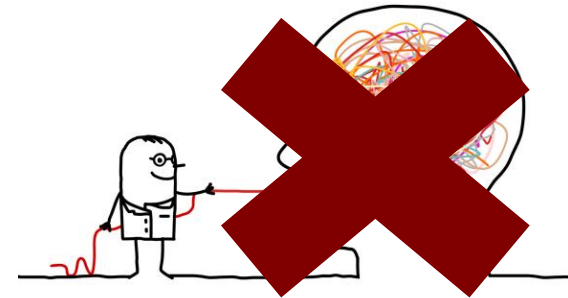
Manipulating



Mindreading



Flattering



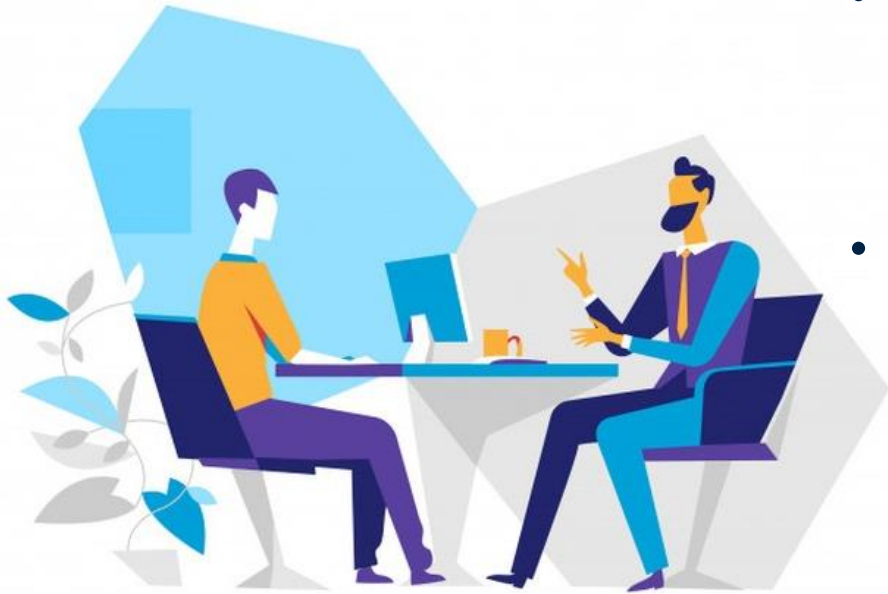
Fixing

Managing up is for...



Managing Up is helpful to all manager / employee relationships

Get to know your manager



- ▶ How well do you know your manager?
 - How does he/she/they:
 - Process information?
 - Prefer to communicate?
 - Want to receive information?
 - What are his/her/their:
 - Decision making process?
 - Internal or extrinsic motivations?
 - Hot buttons or pet peeves?
 - Topics or processes they are passionate about?

- ▶ Knowing more about your manager's preferences and working style will allow you to tailor your approach

Understand the world from your boss's point of view. Put yourself in their shoes. They may not always be right—but they do set the agenda.

Play a key role in your team's success

- ▶ Ensure you know what your manager's goals are and how you are helping achieve those objectives
 - Do you know:
 - If your goals are SMART?
 - What your manager expects from you?
 - What success looks like?
 - How your manager wants to be updated?
- ▶ Deliver results with a positive attitude
 - Be accountable and collaborative
- ▶ Note your contributions
 - Monitor and document your progress against your agreed-upon goals
 - Update your manager regularly



Build trust with the Ps



Prevent surprises



Provide potential solutions



Practice effective time management

Persevere and Be Proactive!

Ask for and take action on feedback



SOLICIT

Ask your manager to set aside time for a 1:1 feedback session.



CLARIFY

If necessary, ask for more examples or details to ensure you understand.



PLAN

Make a plan with your manager including concrete action items.

LISTEN

Practice active listening. Manage your emotions.



REFLECT

Take time to evaluate and reflect on what you are hearing.



FOLLOW UP

Maintain focus on your goals. Share your progress.



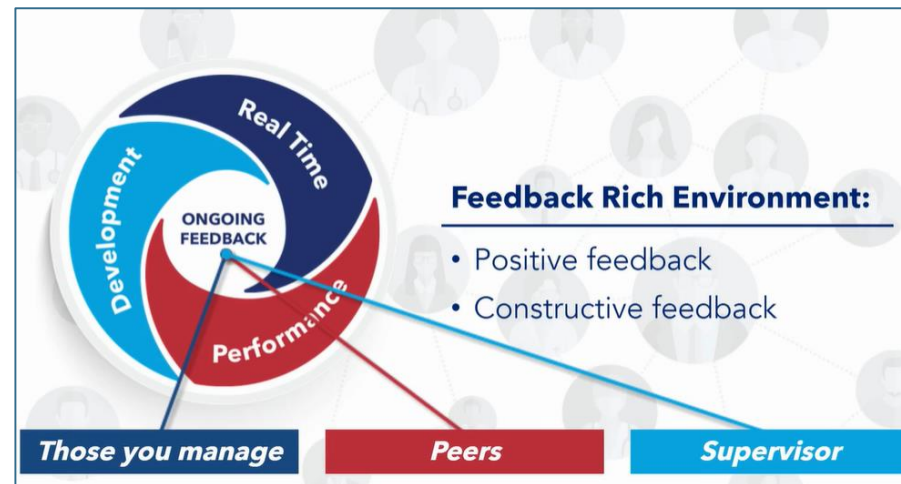
Job Aids:

[Soliciting Feedback](#)

[Receiving Feedback](#)

Provide feedback

- ▶ Feedback is multi-directional
- ▶ Be thoughtful in your approach
 - Ask if your manager wants feedback – and when
 - Frame feedback in form of your perceptions or observations
- ▶ Recognize that your manager is human
 - Be honest, but be kind
 - Don't expect immediate solutions; allow for time for reflection



Job Aids:

- [Giving Feedback](#)
- [Giving Real Time Feedback](#)

Microlearnings:

- [Creating a Feedback Rich Environment](#)
- [Using the Penn Medicine Rubric](#)

What do I do if...

▶ I'm being micromanaged?

- Evaluate
 - Are you being micromanaged or just managed differently than you are accustomed?
- Understand the underlying cause
 - Is it you or your manager?
- Ameliorate
 - Clarify expectations
 - Over communicate
 - Ask for specific development ideas
 - Work to create more trust
 - Provide feedback



Questions? Comments?

Penn Medicine Resources

- ▶ [PennCOBALT](#) a tool for the Penn Community that uses targeted assessments to direct you to the right level of coping support.
- ▶ [Lead Strong](#) Live discussions and curated resources for Penn Medicine employees around leading yourself and your team during adversity.
- ▶ [WELLfocused](#) a program dedicated to making living a healthy lifestyle easier, by providing tools, resources, educational campaigns and health-related challenges to help improve overall well-being
- ▶ [Penn Medicine Academy:](#)
 - Microlearnings:
 - [Creating a Feedback Rich Environment](#)
 - Job Aids:
 - [Giving Feedback](#)
 - [Soliciting Feedback](#)
 - [Receiving Feedback](#)
 - Classes:
 - [Tools and Resources for Building a Feedback Rich Environment](#)
 - eLearning: [Giving Feedback with the ADAPT Model](#)
 - Tools:
 - [Responsibility Matrix](#)

Articles

- ▶ [How To Manage Your Boss -- Ten Dos And Don'ts \(forbes.com\)](#)
- ▶ [To Get More Feedback, Act More Coachable \(hbr.org\)](#)
- ▶ [How to Earn Your Manager's Respect \(hbr.org\)](#)
- ▶ [How to Give Your Boss Feedback \(hbr.org\)](#)
- ▶ [The Right Way to Bring a Problem to Your Boss \(hbr.org\)](#)
- ▶ [Stop Being Micromanaged \(hbr.org\)](#)

LinkedIn Learning

- ▶ [Leading Yourself](#)
- ▶ [Managing Up](#)
- ▶ [Managing Up Virtually as an Employee](#)
- ▶ [Succeeding in a New Role by Managing Up](#)
- ▶ [Setting Team and Employee Goals Using SMART Methodology](#)
- ▶ [How to Organize Your Time and Your Life](#)



Interview your manager

▶ Questions to understand your manager's goals and priorities:

- *What are some things I could do better or differently to help you succeed?*
- *Here are my top X priorities. Do these align with your priorities?*
- *Where do you spend most of your time these days?*
- *What are you trying to achieve there?*
- *Is there a way you're trying to measure progress or success? (If so – Why did you pick these metrics?)*

▶ Questions to understand how your manager likes to work:

- *What have team members that frustrated you or were challenging to work with done or failed to do?*
- *What have your best team members you've enjoyed working with done when working with you that you liked?*
- *How would you prefer to be updated on my project status?*
- *Do you like getting regular updates or just alerts when there is something I need your input on?*
- *Do you prefer scheduled meetings or should I call/email/message when I need something?*

▶ Questions to anticipate what your manager wants:

- *If I need help with something, what's the best way to get your input or support on something? (Good for hands-off managers.)*
- *What's one thing I could do differently or better that would make your life easier?*
- *Is there anything I can take off your plate?*
- *Is there anyone you would like me to partner with on [task]?*



Status Update: Week of 3/12/21

Action Items and Highlights

Include items manager needs to focus on; decisions to make, roadblocks to counter, significant accomplishments achieved

Goals for next week

Projects to focus on, development plan to accomplish, etc.

Completed last week

Projects to focus on, development plan to accomplish, etc.

FY 21 Goals

1. Launch updated Managing at Penn Medicine 
2. Build expertise in Leadership Development/Chair Onboarding. 
3. Broader manager curriculum 

