

# *MANAGING UP*

## *HOW TO SUCCEED WITH ANY TYPE OF BOSS OR CLIENT!*



Mary  
Abbajay



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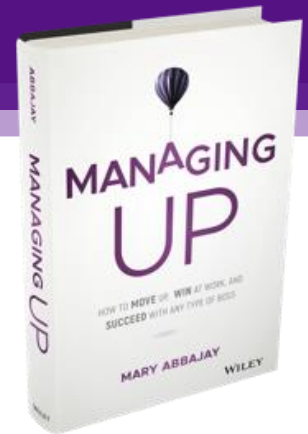
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# *THE WORK WORLD IS A SOCIAL SYSTEM*



# *WHAT IS MANAGING UP?*

“**Managing Up**” is consciously working with “higher ups” to obtain the best possible results for **you, for them, and the organization.**



*THIS IS **NOT** MANAGING UP*



# *REASONS TO MANAGE UP*

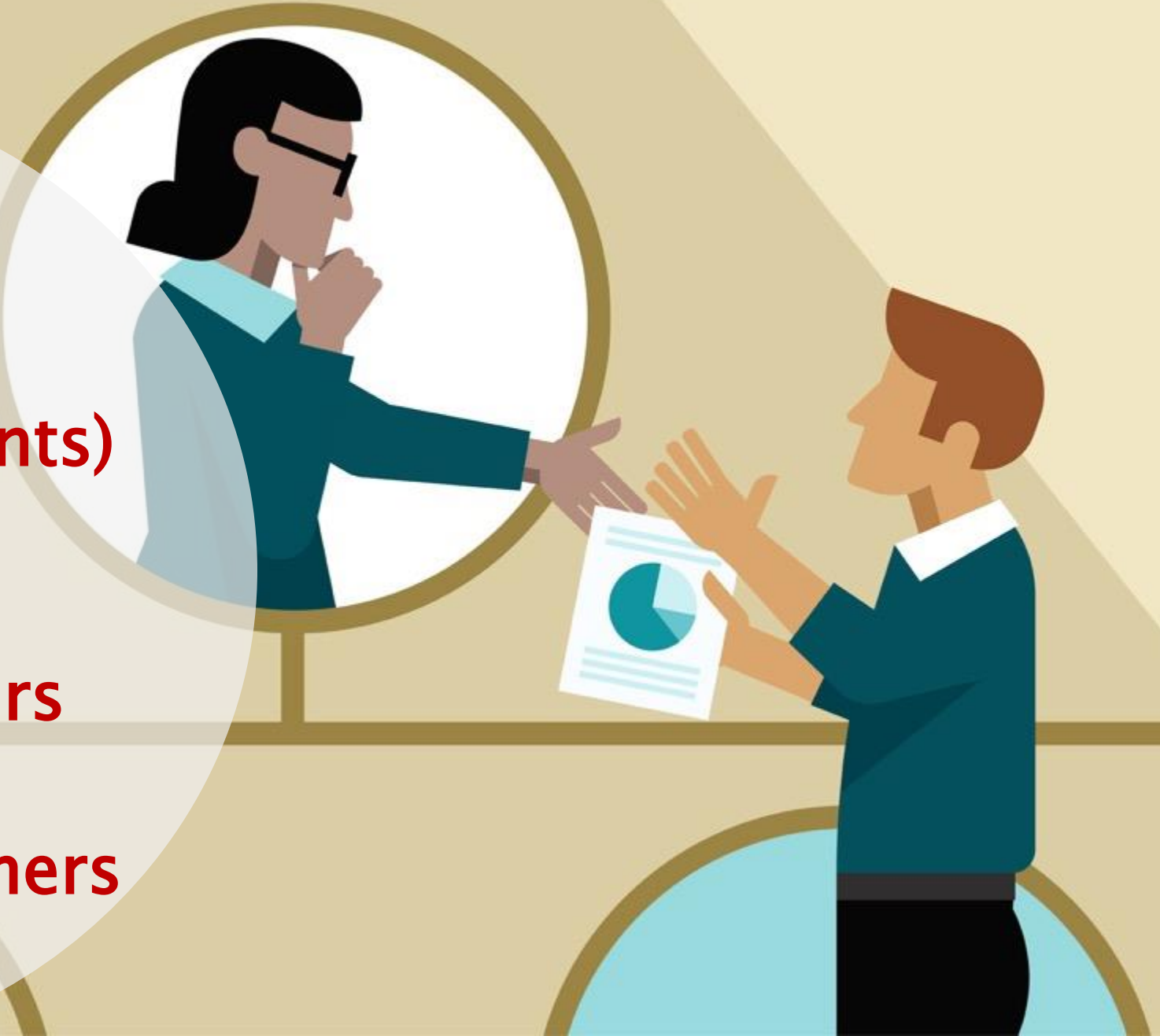
**Your boss (and clients)  
matter**

...

**Your career matters**

...

**We can't change others**



# *THE TRUTH ABOUT MANAGING*

- ❖ Managing others is hard
- ❖ Organizations often promote people based on technical skills
- ❖ Most managers don't get training until after they've become the boss
- ❖ Hybrid & remote offer additional challenges for everyone!



# *A SPECTRUM OF EXPERIENCE*



# *MANAGING UP ESSENTIALS*

1. Learn others' **work styles, preferences, priorities, and pet peeves...**
2. **Understand your own** preferences, priorities, strengths, and weaknesses
3. Assess the **gap** and choose how you are willing to **adapt**





# PIECING TOGETHER THE PERSON PUZZLE

## ● Communication Preferences

How does your boss/client prefer to communicate? Are they introvert or extrovert?

## ● Workstyle

Collaborative or independent?  
Cautious or innovative? Detail or big picture?

## ● Time Orientation & Pace

Patient vs. Impatient? Fast vs. moderate? Time oriented or task oriented?



## ● Task or Relationship?

Task first or people first?  
Engaging or reserved?

## ● Goals & Motivations

What motivates them? What are her goals? What does he prioritize? What do they care about?

## ● Concerns & Climate

What does your boss/client worry about? What does her boss worry about? What is the culture?



# *THE PLATINUM RULE*

Treat others *as they*  
want to be treated.



*LET'S CHAT*

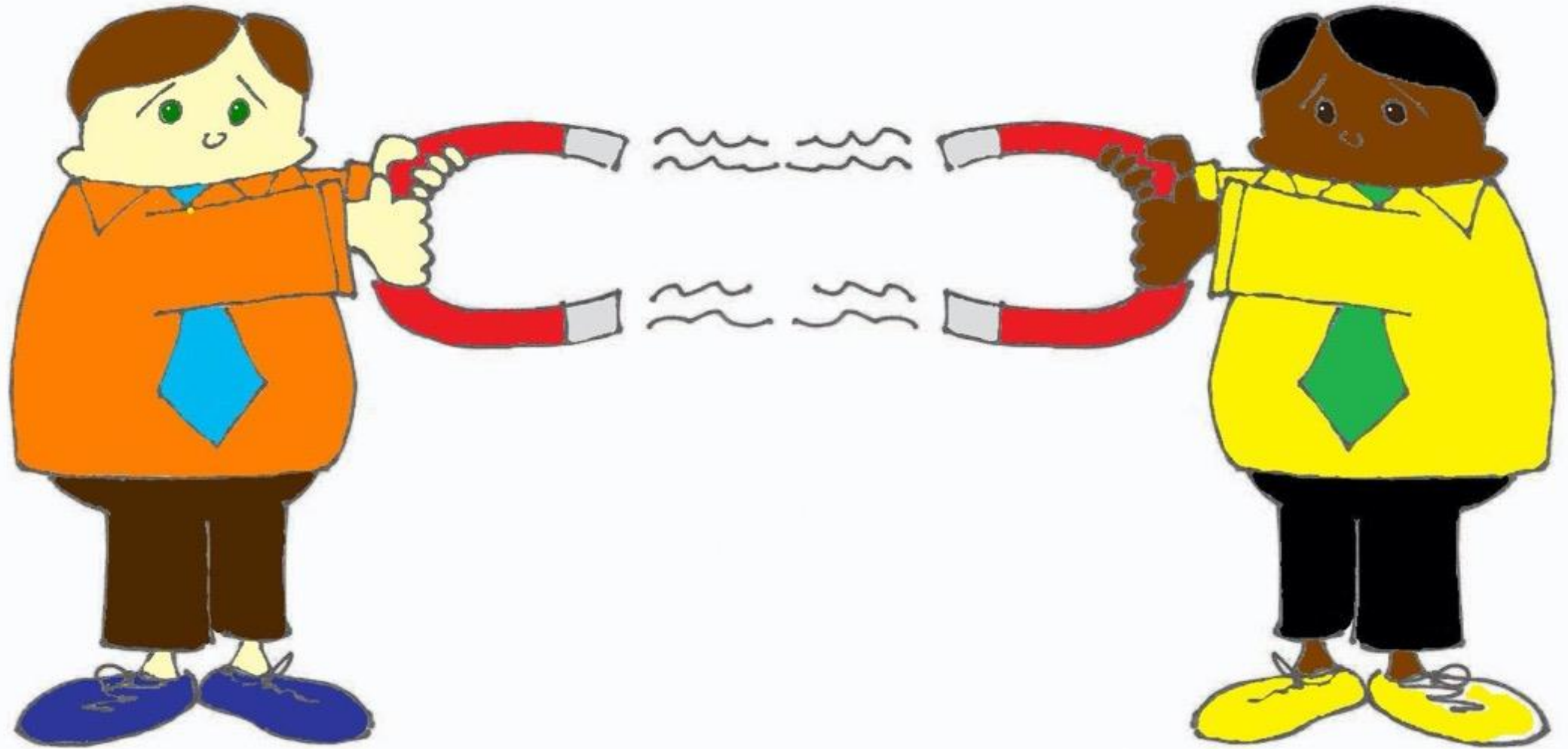
*WHAT  
BOSS/CLIENT  
BEHAVIORS DRIVE  
YOU CRAY CRAY?*



# *LET'S MEET SOME BOSSES & CLIENTS!!!*



# *INTROVERTS & EXTROVERTS*



# ***THE INTROVERT***



**Introversion**

Reflection

Inward

Privacy

Concentration

Lower External Stimulus

Thinks to Self

Contained



# *THE EXTROVERT*

**Extraversion**

Action

Outward

People

Interaction

High External Stimulus

Thinks Out Loud

Expressive



# *MANAGE UP THE INTROVERT*



- ❖ Schedule meetings
- ❖ Tell topic ahead of time
- ❖ Ask them their thoughts
- ❖ Give them time to respond
- ❖ Use email or text
- ❖ Don't let them disappear!
- ❖ **WAIT!!!!**





# *MANAGE UP THE EXTROVERT*



- ❖ Be available to engage
- ❖ Speak up
- ❖ Provide opportunities for human connection
- ❖ Welcome/invite brainstorming
- ❖ Recap to make sure you are on the same page
- ❖ Meet by video or phone







**Ghost**



**Micromanager**



**Impulsive**

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**WHICH BEHAVIOR  
WOULD BE **HARDEST**  
FOR YOU?**

- **Micromanager**
- **Ghost**
- **Impulsive**



# ***WHICH ONES HAVE YOU BEEN?***

- **Micromanager**
- **Ghost**
- **Impulsive**



# *STRATEGIES: MICROMANAGER*

- ❖ Don't take it personally
- ❖ Offer regular updates and status reports proactively!
- ❖ Over communicate!
- ❖ Anticipate their involvement
- ❖ Remember: Information, Inclusion & Control!



# *STRATEGIES: THE GHOST*



- ❖ Be proactive: solicit feedback
- ❖ Make clear requests for time and input
- ❖ Schedule regular meetings to discuss critical projects
- ❖ Align communication
- ❖ FITFO & CYA
- ❖ Be succinct and prepared



# *HYBRID SUCCESS STRATEGIES*







## *PLAN FOR HYBRID SUCCESS*

Meet with manager/client

Create shared plan/rules of engagement

Explore, articulate and align **needs, wants** and **expectations**

- Communication
- Collaboration
- Connection

Understand workstyle preferences, personality and personas

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## ***VISIBILITY MATTERS: SHOW YOUR FACE!***

Consider a regular schedule. Consistency engenders trust.

Be strategic about office time. Align with people, projects, and priorities.

Enhance opportunities for socializing and connection—formally and informally.





Toxic  
Bosses Will  
Make You  
Sick:  
Literally!

The Longer  
You Stay,  
the Longer  
it Takes to  
Recover

Nobody  
is  
Coming  
to Save  
you!

***THE TRULY TERRIBLE***

# *GENERAL STRATEGIES TO SURVIVE THE TOXIC BOSS*



**Protect Your Mental Health**



**Activate Support Network**



**Minimize Direct Contact**



**Explore Opportunities**



**GET OUT!**



# *BOTTOM LINE: BE A PEOPLE DETECTIVE!*



- ❖ Watch, observe and notice preferences and style
- ❖ Adapt, adapt, adapt! (Don't resist what is 😊)
- ❖ Help **your team manage up to you!**
- ❖ Have the conversation...



# *HAVE THE CONVERSATION*

What are your preferences?

What are your priorities?

What are your pet peeves?

What can I do more of, less of, or differently to work well with you?



# QUESTIONS TO ASK & ANSWER

What is your preferred mode of communication?

How often do you want to meet as a team and on a one-to-one basis?

What does success look like to you?

How often do you like to be kept updated on projects? How do you like your updates?

What level of detail do you like to have?

What are your top priorities? What is highest priority to you?

What are lower priority items?

What are your goals for the team? The organization? For you?

How will we conduct our meetings?

What are your biggest concerns with virtual work?

What are your pet peeves about working virtually?

What can I help with? How can I be of the most service to you?

What can I do more of? Less of? Or differently to work well with you?

What do you need from me to make this relationship successful?



# ***DON'T BE A DIFFICULT BOSS***

Know your team—adapt to them!

Be clear about expectations,  
preferences, priorities, pet peeves

Stay connected

Trust them

Provide frequent feedback &  
development conversations

Communicate!!!!

Be a human being





***MANAGE UP  
AND TAKE  
CONTROL  
OF YOUR  
CAREER!***

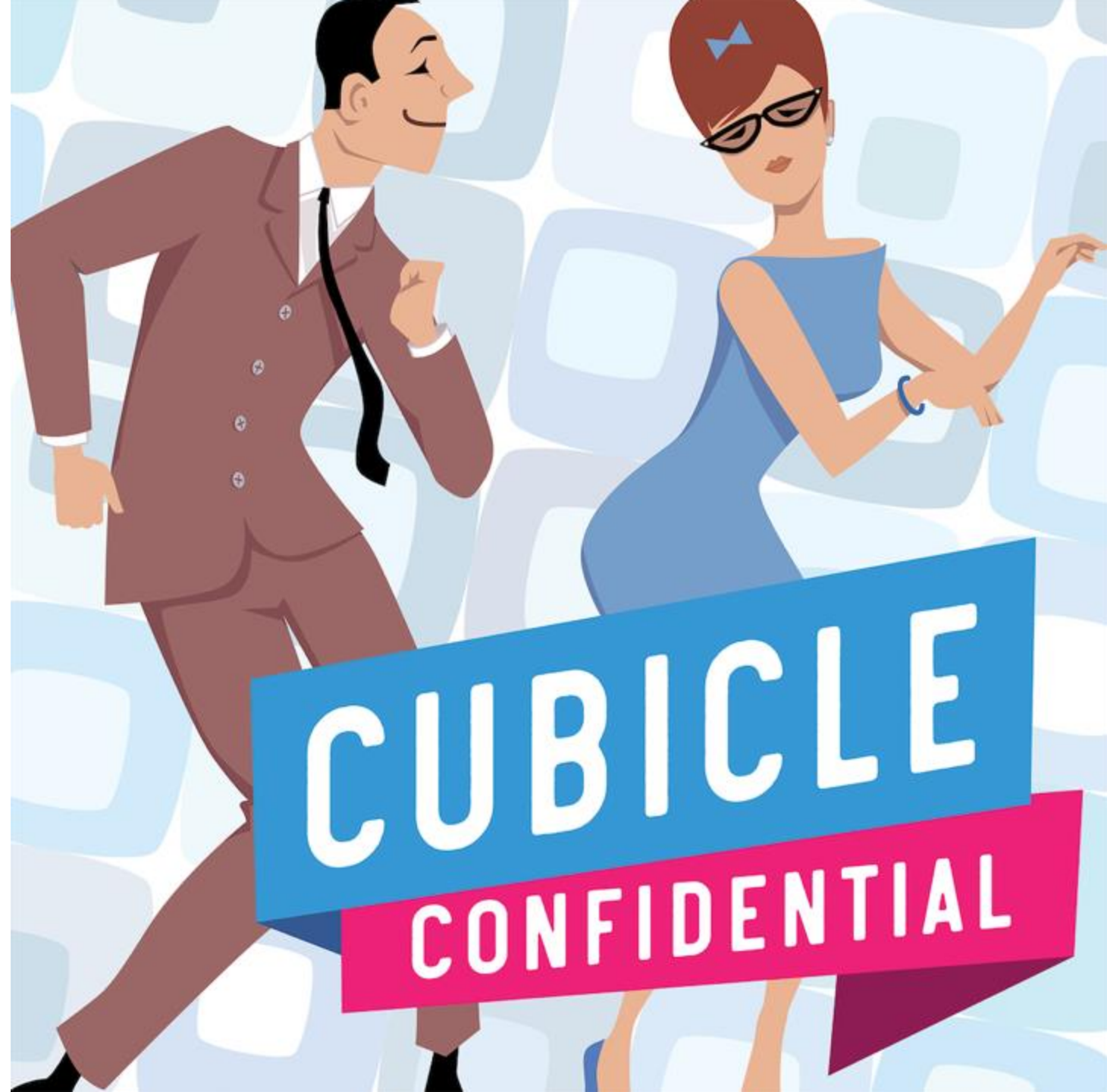


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*Weekly Advice for the  
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# *MARY ABBAJAY, CAREERSTONE GROUP*



mary@careerstonegroup.com



www.careerstonegroup.com



202-965-1144



@maryabbajay



@maryabbajay



http://cubicleconfidential.com



linkedin.com/in/mary-abbajay-managingup

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