

THE EXTRA POINT

BY JERRY ROBERTS



395 The Fine Art of Managing Up

How are you at managing your manager? Is this a trick question? Nope. Relationships ultimately decide our success, including the one we have with our boss. I'm Jerry Roberts and let's talk about how to "manage up", today on The Extra Point.

A former Google vice president, Jessica Powell, recently came out with an article that dealt with the ability to manage the relationship with one's manager, and it's worth talking about.

In her piece, Powell referred to a worker who had two managers, and she worried that neither had a clear picture of what she did, and how that might hurt her when it was time for the annual performance review.

The advice I'm going to give works whether you report to one manager or more, should your job be split up into different areas and you toil under more than one manager.

Before I get into the managing up issue, my personal take is that while there can be an upside to having varied talents that allows the company to utilize you in various capacities; and while that may be good for keeping your job over a the short-term, I believe that being well known for expertise in one particular skill is far better in the long run. Okay, I just wanted to make the point.

From a practical perspective, two bosses may mean that both have input into your reviews. I'd want to know how that is going to work and I'd visit the HR department to find out. "Hey Mary, you know I'm working for both Mark and Fred. When you schedule the annual reviews, which one will be doing mine — or will it be both?"

Once you have your answer, whether it's one or both, you'll need to talk to both about their expectations for your performance. I suggest you be proactive and get the conversation going

with each. Don't wait for them to get around to it. Obviously, it works the same if you have a single boss. Don't forget, if you are one of several workers your manager is responsible for, he/she may not get around to having a talk with you for a while. Take the initiative and ask to schedule the time.

Back to the split-boss issue for a moment and why such a conversation is important, when you clearly understand the objectives and expectations of both bosses, you'll also have a clear picture of how that will impact you and what results you're going to have to deliver. Once again, this will also be the case when you have just one boss.

From the first meeting you want to get in front of your boss (or bosses) on a regular basis, keeping them up to date on how you're doing, what problems you might have and how you plan to solve them. What if you were able to get 20 minutes every week, or a half-hour every other week, getting a little coaching from the boss, and turning them into your mentor?

This helps to build the kind of relationship that can move you forward. In any case you'll likely always know where you stand and that's a good thing.

People call it "managing up" or managing your manager, but I think it's just about confidence in pushing for a better relationship — one that is good for you and good for your boss.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

###

For information on training and consulting services from Jerry Roberts, please click this link: guamtraining.com

THE POINT
93.3 FM / 1350 AM / 104.3 FM HD-3

GUAM TRAINING