Managing Up

The Bill and Susan Lhota Office of Alumni Career Management
Your Career Management Team

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Career Management

• Programs/Resources
  ▫ Web resources, job board, webinars, programs, career fairs, individual career advising (in-person and remotely). Visit: go.osu.edu/alumnicareermanagement for more info.

• Career Changes
  ▫ Launching
  ▫ Transition
  ▫ Underemployment
  ▫ Unemployment
  ▫ Encore Career

• A Lifelong Process
  ▫ Assessment
  ▫ Exploration/Research
  ▫ Personal Branding
  ▫ Networking/Job Search
  ▫ Professional Development
Managing Up
With Lauren Luffy
Director, Lifelong Learning
The Ohio State University Alumni Association
More than Managing…

- **People** more than projects
- **Relationships** more than rules
- **Who you are** more than what you do
- **Art** more than science
- **Intuition** more than formula
- **Vision** more than procedure
- **Risk** more than caution
- **Action** more than reaction
Lead-Up Principles

• Lead yourself exceptionally well
• Lighten your leader’s load
• Be willing to do what others won’t
• Do more than manage – lead!
• Invest in relational chemistry
• Be prepared every time you take your leader’s time
• Know when to push and when to back off
• Become a go-to player
• Be better tomorrow than you are today
Lead Yourself Exceptionally Well

- Manage your emotions
- Manage your time
- Manage your priorities
- Manage your energy
- Manage your thinking
- Manage your words
- Manage your personal life
Lighten Your Leader’s Load

• Do your own job well first
• When you find a problem, provide a solution
• Tell leaders what they need to hear, not what they want to hear
• Go the second mile
• Stand up (or stand in) for your leader whenever you can
• Ask your leader how you can lift the load
Be Willing to do What Others Won’t

• Take the tough jobs
• Work in obscurity
• Succeed with difficult people
• Put yourself on the line
• Admit faults but never make excuses
• Do more than expected
• Be the first to step up and help
• Perform tasks that are “not your job”
• Take responsibility for their responsibilities
Do more than manage – LEAD!

• Leaders think **longer term**
• Leaders see within the **larger context**
• Leaders **push boundaries**
• Leaders put the **emphasis on intangibles**
• Leaders learn to **rely on intuition**
• Leaders invest power in **others**
• Leaders see themselves as **agents of change**
Invest in Relationship Chemistry

• Listen to your leader’s heartbeat
• Know your leader’s priorities
• Catch your leader’s enthusiasm
• Support your leader’s vision
• Connect with your leaders’ interests
• Understand your leader’s personality
• Earn your leader’s trust
• Learn to work with their weaknesses
• Respect your leader’s family
Be Prepared Every Time You Take Your Leader’s Time

- Invest 10 times
- Don’t make your boss think for you
- Bring something to the table
- When asked to speak, don’t wing it
- Learn to speak your boss’s language
- Get to the bottom line
- Give a return on your leader’s investment
Know When to Push and When to Back Off

- Do I know something my boss doesn’t but needs to?
- Is time running out?
- Are my responsibilities at risk?
- Can I help my boss win?

- Am I promoting my own personal agenda?
- Have I already made my point?
- Must everyone but me take the risk?
- Does the atmosphere say “no”?
- Is the timing right only for me?
- Does my request exceed our relationship?
Become a Go-To Player

- Produce when the pressure’s on
- Produce when the resources are few
- Produce when the momentum is low
- Produce when the load is heavy
- Produce when the leader is absent
- Produce when the time is limited
Be better tomorrow than you are today

- Learn your craft today
- Talk your craft today
- Practice your craft today

The better you are…
- The more people listen
- The greater your value today
- The greater your potential for tomorrow
How can *You* Lead Up

- Ask “What can I do for you?”
- What are your leader’s priorities?
- How do you make yourself available to your leader?
- Think about what type of player you are
- Think long term: Personal long range goals? Organizational long range goals?
- What boundaries need to be challenged in your office?
- What are the biggest challenges and threats? What opportunities could come out of changes?
- Who can you begin to mentor? How will you invest in them?
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