



THE OHIO STATE UNIVERSITY

Managing Up

The Bill and Susan Lhota Office of Alumni Career Management



Your Career Management Team



Marilyn Bury Rice, Director
Kioshana LaCount Burrell, Career Consultant
Ankit Shah, Career Consultant



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





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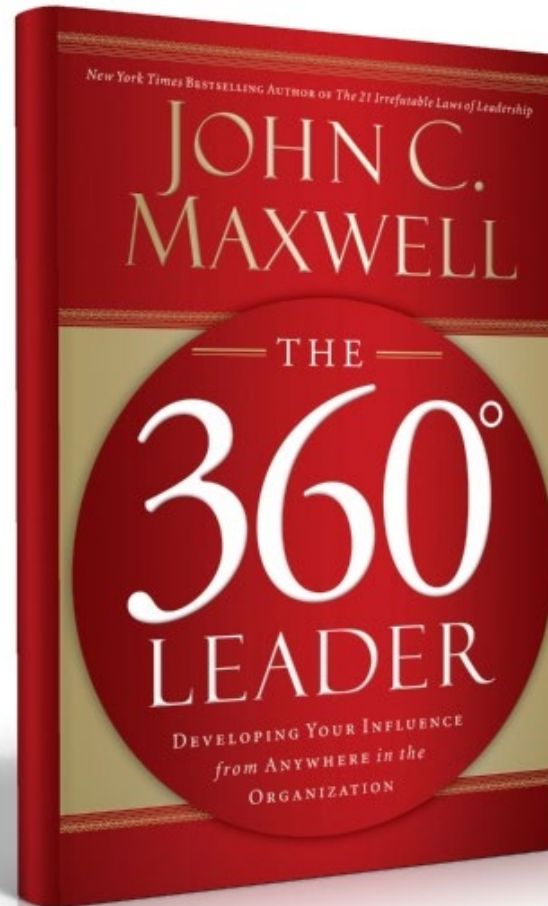
Managing Up

With Lauren Luffy

Director, Lifelong Learning

The Ohio State University Alumni Association





Maxwell, J. C. (2005). *The 360° leader: developing your influence from anywhere in the organization*. Nashville, TN: Thomas Nelson, Inc.



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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