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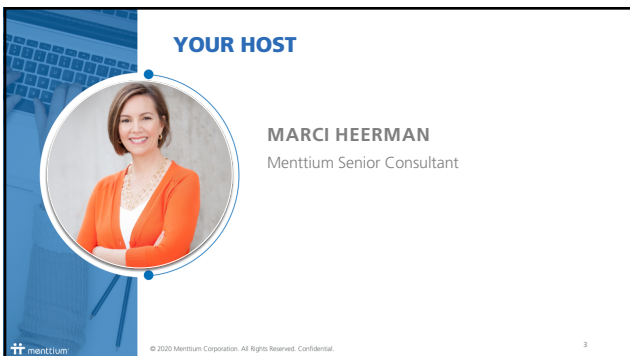
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**JOIN THE CONVERSATION**

How to navigate WebEx



Please raise your virtual hand if you have a question or want to share a story



You can "chat out" your responses in this chat box

• Yes 

• No 

You can also respond to questions by clicking "yes" or "no"



For "whiteboard" question slides, select the "T" symbol to type an answer. Click on "whiteboard" area after to make an answer appear

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**AGENDA**

- Essential keys to managing up
- Building Effective Relationships to Influence Others
- Tools for Applying the Knowledge
- Voices of Experience
- Next Steps



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**WHAT AREA DO YOU MOST WANT TO FOCUS ON TO HELP MANAGE UP?**

**COMMUNICATIONS**

**GOAL-SETTING**

**RELATIONSHIP BUILDING**

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**IN ADDITION TO YOUR BOSS, WHO DO YOU NEED TO INFLUENCE IN YOUR ORGANIZATION?**



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**WHAT ARE YOUR BIGGEST CHALLENGES IN MANAGING UP?**



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**3 KEYS TO MANAGING UP**

- COMMUNICATION**
- GOAL-SETTING**
- RELATIONSHIP BUILDING**

*Excerpt from Harvard Business Review, "Managing Your Boss", Peter Drucker*



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**COMMUNICATIONS**

- Figure out and adapt to the communication style of your boss
- Ask yourself whether tensions with your boss may be a problem of clashing styles rather than fundamental conflicts
- If you disagree, do it privately
- Seek agreement on how and when to update your boss



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**GOAL SETTING**

- Approach your manager at least once annually to ask what you do that helps him/her and what you do that makes life harder for him/her
- Understand your manager's idiosyncrasies
- Make sure you and your boss understand what's expected of you
- Don't expose your manager to surprises
- Don't underestimate your manager



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**RELATIONSHIP BUILDING SKILLS**

Building effective working relationships with others (up, down, and across the organization) is one of the most important skills leaders must develop in order to achieve results.



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**BUILD RELATIONSHIPS THAT**

- Fit both your needs and styles
- Are characterized by mutual expectations
- Keeps your boss (and others) informed
- Are based on dependability and honesty
- Uses time and resources wisely

*"From Managing Your Boss", HBR, J. Gabarro & J. Kotter*



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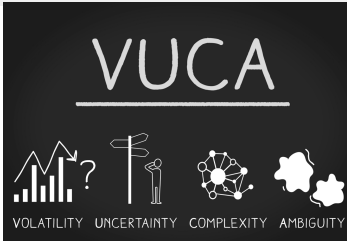
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**COMPLEXITIES OF MATRIX ORGANIZATIONS**

- Volatile
- Uncertain
- Complex
- Ambiguous

**VUCA**



VOLATILITY UNCERTAINTY COMPLEXITY AMBIGUITY

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**COMMON AREAS FOR DEVELOPMENT**

- 9% Self-Awareness
- 22% Empathy
- 20% Influence
- 31% Conflict Management

*\*Source: Kegan Ferry Hay Group, Emotional Social Competency Inventory survey results, 2015*



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**RELATIONSHIP MANAGEMENT SKILLS**



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**SELF MANAGEMENT SKILLS**



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**ADAPTIVE COMPETENCIES**

- Curiosity
- Adjusting to differences
- Withholding judgement
- Turning resistance into a positive



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**CASE STUDY**

**Influencing Across the Matrix Using Relationship Skills**

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**KEYS TO INFLUENCE IN A MATRIX**

- Look for opportunities to work interdependently
- Find opportunities in variety
- Create projects to work cross-culturally and cross-functionally
- Use mentoring partnership to expand your network to learn about other contexts

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**ESSENTIAL RELATIONSHIP MANAGEMENT SKILLS**

*From Emotional Social Competency Inventory (ESCI) research by Richard Boyatzis, Daniel Goleman & Korn Ferry*

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**KEYS TO BUILDING EFFECTIVE WORKING RELATIONSHIPS**

- Focus on the person (Not just the task)
- Continual reassessment and redesign
- Conversations which focus on what is most important about the relationship & its potential
- Clear agreements about how the relationship will work

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**VOICES OF EXPERIENCE**



**Jennifer Meyer**  
Senior Director  
UnitedHealth Group



**Krish Ramakrishnan**  
VP, Client Engagement  
FICO

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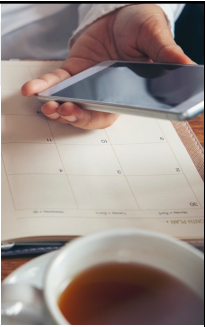
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**NEXT STEPS: HANDOUT**

- Discuss "Managing Up" in your next [mentoring partnership meeting](#) to explore areas of strength and opportunity, as well as how you can practice new skills.
- What new strategy will you try in the next **72 hours** to enhance your relationship with your direct manager?
- What approach will you try in the next **30 days** to build a stronger network of strategic relationships?
- What relationship goals will you set for yourself in the **coming year**?



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Please take a moment to complete the poll on the bottom righthand side of your screen.  
Thank you!

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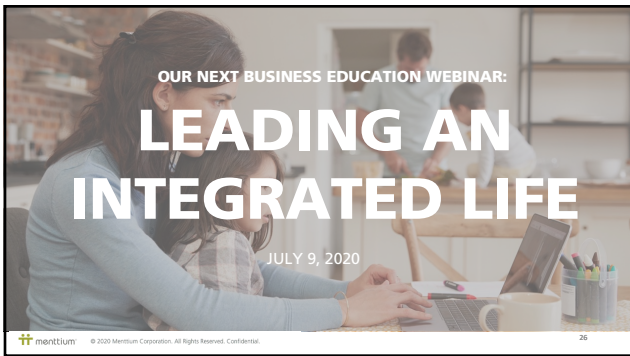
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OUR NEXT BUSINESS EDUCATION WEBINAR:  
**LEADING AN INTEGRATED LIFE**  
JULY 9, 2020

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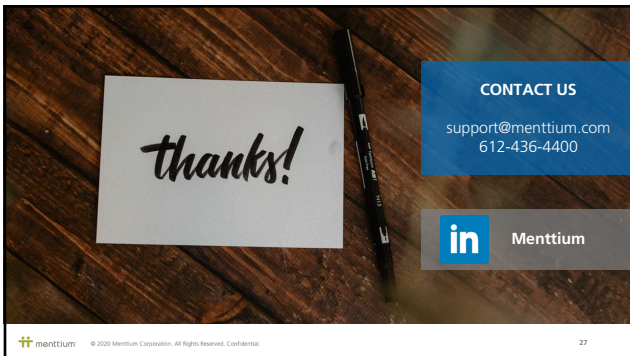
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thanks!

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