

**Indiana Chamber of Commerce
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**“Managing Up Through The Use of Influence
and Collaboration”**

Presented by:

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Founder and Principal - mpr group

“We’re small but we’re BIG on You!”™



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Areas of Discussion

- Defining Influence, Collaboration and Managing Up
- Understanding Your Value
- Understanding Your Boss
- Accountability In Action
- Tactics To Manage Up



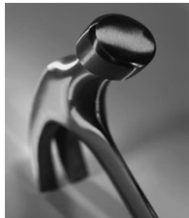
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“Process Is Everything.”

Ancient Egyptian
Book Of The Dead



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“If All You Have Is A Hammer...

Everything Looks Like,

A Nail.”



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INFLUENCE

The ability to effect the thoughts,
behaviors, feelings of another and
move them to action on a
consistent basis.



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3 Influence Outcomes

- Resistance or Conflict
- Compliance
- Commitment



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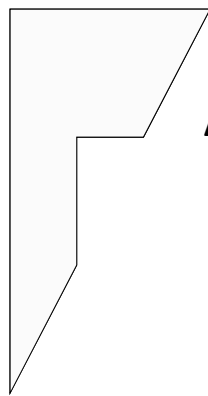
Conflict: Friend or Foe?

Directions: In your own words write down a 1-2 sentence definition of the word conflict and then identify a situation where it can be beneficial and where it can be detrimental. _____



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Reframing Conflict



A

misalignment

of goals.



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Conflict Reminders

- Conflict is Normal and Natural
- It Arises Because People Care
- There is No One Cause of Conflict
- Not All Conflict Is In The Open
- Establish Open/Honest Communications
- It's Beneficial To Finding The Best Solutions
- Provide Needed Supports
- Focus On Outcomes NOT Winning



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Conflict Mapping

Subject of the Conflict	People Involved	What Happened?	Trigger Word(s) or Phrase
Example: Hiring Decision	Field and Corporate Staff	Field staff accused corporate of trying to mandate a certain hire	"You need to" or "I told you"
1.			
2.			
3.			

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COLLABORATION

A commitment to work together to resolve issues based on the notion that it is possible to meet your needs, the needs of the organization and others with whom you interact.



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4 Collaboration Situations

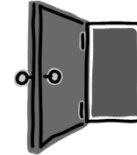
- When concerns are too important to be compromised
- When long term relationships are important
- To gain commitment by building consensus
- When others are willing to collaborate



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Influencing and Collaboration A Mental Shift

- Relate to other's as psychological equals
- Refrain from unilateral decisions
- Be open to new options and alternatives
- Realize your role in conflict resolution



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SPACE SURVIVAL A Collaboration Exercise

In the following situation, your "life" and "death" depends upon how well you can prioritize items for survival in a relatively unfamiliar environment. This problem is fictional, although the ranking to which you will compare your results was done by a number of space experts.

The Situation

You are a member of a lunar exploration crew originally scheduled to rendezvous with a mother ship on the lighted surface of the moon. Due to mechanical difficulties however, your ship was forced to land at a spot some 320 kilometers (200 miles) from the rendezvous point. During the re-entry and landing, much of the equipment aboard was damaged, and, since survival depends on reaching the mother ship, the most critical items available must be chosen for the 320 km trip.

Your Task

On the next page are listed the 15 items left intact and undamaged after landing. Your task is to rank these items according to their importance in aiding you to reach the mother ship, starting with "1" the more important, to "15" the least important. You should assume that your crew is your class, you have agreed to stick together, and all 15 items are in good condition.

Scoresheet Lunar Survival

Items	Step 1 Indiv Ranking	Step 2 Team Ranking	Step 3 Expert Ranking	Step 4 Difference Ranking [1-3]	Step 5 Difference Ranking [2-3]
Compass					
First Aid					
Flares					
FM receiver					
Food concentrate					
Heat					
Map					
Matches					
Milk					
Oxygen					
Parachute					
Pistols					
Raft					
Rope					
Water					
Total the absolute differences of Steps 4 and 5 -----> (the lower the score the better)				Your Score	Team Score

Lunar Survival Items

- **Compass**, magnetic
- **First aid** kit w/ hypodermic needles
- **Flares**, signal
- **FM receiver/transmitter** (solar-powered)
- **Food** concentrate
- **Heating unit**, portable
- **Map** (stellar map, moon's constellations)
- **Matches** (1 box)
- **Milk** (1 case dehydrated milk)
- **Oxygen** (2 50kg tanks)
- **Parachute** silk
- **Pistols** (2 .45 caliber)
- **Raft**, Life (automatic inflating)
- **Rope**, Nylon (20 meters)
- **Water** (25 liters)



What Is Your Job?

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What is Managing Up?

The process of consciously working with your boss to obtain the best possible results for you, your boss, and your organization.

It is NOT:

- Kissing up
- Being a “Yes” Person
- Telling your boss what to do

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Leadership Defined



“Leadership is the art of accomplishing more than the science of management says is possible. “

General Colin Powell (Ret), Former Secretary of State and
Chairman of the Joint Chiefs of Staff

Leadership is stated as the process of influence in which one person can enlist the aid and support of others in the accomplishment of a **common task**.



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We Cannot Get People To

Buy Into Us...



Until We Buy Into Them



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A good leader takes people where they want to go.

A Great Leader takes people where they don't want to go but NEED to go.

Rosalyn Carter



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Roles and Responsibilities

- Who Am I?
- What's On My Plate?
- How Much of Myself Do I Bring To Work?
- How Do I Fit Into The Larger Picture?
- Do I Allow Others to Know Me and Me Them?
- What Do I Stand For?



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Understanding Your Value



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“Life Isn't About Finding Yourself.

Life Is About Creating Yourself”.

George Bernard Shaw



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Brand Identification Quiz



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What Do These Things Have In Common?

- The golden arches, the Nike swoosh, and an apple icon?

These are all examples of brands:

McDonalds

Nike and

Apple Computers

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Branding

- Because of branding, you likely have certain images that comes to mind when you think of these products
- A *brand* is a tool that is used in the business world to describe all the information or perceptions that are connected with a product or service.



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Branding

- When you see these brands somewhere, you associate them with a set of expectations or perceptions
 - Nike = tough athletes at the height of their performance.
 - The Golden Arches = fast service and good food
 - Apple logo = cutting-edge technology.
- You associate these concepts, thoughts, and images with the particular companies because of the brand each company has established.



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What Do We Mean By *Branding*?

- Branding is...
 - An image created in someone’s mind
 - It’s both tangible and intangible characteristics of a product or service that make it unique
 - Products that are branded are often chosen over similar products because they somehow have a perceived value of being ‘better’



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What Do We Mean By *Branding*?

- Branding is not just for products anymore...
- Use branding concepts for yourself.
- Establish a life and career brand for yourself, “BRAND: YOU”



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**Image Is What They See,
A Personal Brand Is What They Think &
Feel, It Conveys Ownership!**

(attract / repel)



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3 Brand Essentials

- Standards
- Values
- Your U S P (unique selling or value proposition)



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Creating Positive Interpersonal Experiences

- Respect Is One Thing, Likability Is Another & Both Are Essential When It Comes To Managing Up
- Allow People To Get To Know You
- Don't Wait To Get Invited To The Party: Stand-Up & Speak-Up
- Share Successes and Give Credit Where It's Due
- Display And Work To Earn TRUST



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“The Possibilities Are Numerous Once We Decide To Act And Not React”.

George Bernard Shaw



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Interpersonal Skills

- Necessary For Relating And Working With Others
- Effective Communication Skills – Expressing and Listening
- Ability To Give And Receive Feedback
- Being Able To Work Well In Teams Or Groups



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“The Reason Why Most Competent People Fail Is Their Inability To Get Along Well With Others”.

Lee Iacocca



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Personal Branding Redefined

The **unfair advantage** every individual has by capturing the value of our Personal Characteristics, Attributes and Life Experiences in a package that we effectively communicate to our audience, leveraging the specific 'use value' that comes from our Unique Value Proposition. (intrinsic talent)



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My Personal 'Connecting With Others' Goal

GOAL:	
ACTION STEP:	RESULT:



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Understanding Your Boss



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“Any Fool Can Know. The Point Is To
Understand.”

Albert Einstein



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“Successful Managers Develop Relationships With Everyone They Depend On – Including The Boss.”

Gabarro and Kotter



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Addressing The Boss / Subordinate Relationship

Scenario #1: My boss and I just don't 'click'

The Reality: All boss / subordinate relationships rely on mutual dependence in order to reach organizational goals.



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Addressing The Boss / Subordinate Relationship

Scenario #2: The boss can provide substantial information to help support subordinates

The Reality: The boss can only provide modest help and the astute individual knows that they will always need to seek out information and help from a variety of sources and not wait on any one person, including their boss.



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Addressing The Boss / Subordinate Relationship

- Getting the most out of the relationship requires:
 - Acceptance of mutual dependencies
 - A good understanding of your boss And yourself
 - A healthy working relationship
 - Mutually shared and communicated expectations



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Understanding Your Boss

- Goals And Objectives: Organizational and Personal
- Pressures: From His Own Boss and Peer Group
- Preferred Working Styles:
 - How Do They Prefer To Receive Information?
 - Do They Thrive On Conflicts Or Try To Minimize Them?
 - Are They Individual Or Team Driven
- Strengths And Weaknesses
- Seek Out Information on An On-going basis



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Understanding Yourself

- The Boss is only one-half of the relationship
- You are responsible for your actions in the relationship and retain direct control over how you behave
- To facilitate effective work relationships know your stressors, strengths, weaknesses and personal style
- Control the areas you can control and realize that you can't change anyone except yourself
- Take actions that make the relationship more effectively



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Developing and Managing the Relationship

- Compatible Work Style:
 - Communication, Decision-Making and Complementary Skills
- Manage the Flow of Information Depending on Mutual Needs, Expectations and Communicate Often
- Use Time and Resources Wisely
- Be Consistent, Dependable and Honest



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Keys to Understanding Your Boss

- Learn Your Boss' Management Style
- Ask For Regular Meetings
- Work With Your Boss To Establish Quarterly Goals You Both Agree To
- Find A Way To Share Your Larger Career Goals With Your Boss
- You Are Responsible For Your Career Development



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Accountability In Action



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“Be The Change You Wish To See In
The World.”

Gandhi



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Essential Accountability Steps

- SEE IT
 - Build awareness of yourself, team and environment
- OWN IT
 - Understand the unique strengths you contribute
- SOLVE IT
 - What else can I do?, Stay engaged/persist, Think differently, Stay conscious and connected
- DO IT
 - Embrace full responsibility for your results, Don't Make Excuses, Focus on Actions You Can Take, Realize You Can't Do It All



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Being a Committed Member of this
Profession is a
Full-Time Responsibility
and there is
No One Price of Admission



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The Price of Greatness Is...

RESPONSIBILITY

and anybody can be Great because

anyone can Serve



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Tactics To Manage Up



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Avoid at All Costs

- Focusing On Yourself
- Finger Pointing
- Being Unprofessional
- Surprising Your Boss
- Holding Back From Asking For Feedback
- Putting In The Bare Minimum



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Your own Standards of
EXCELLENCE
should be
Higher than
anyone else's for you



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Practices to Employ

- Keep The Greater Good In Mind (Mission Focused)
- Know & Understand Your Bosses and Your Strengths/Weaknesses/Stressors
- Be Honest, Trustworthy and Dependable
- Share Recognition And Be Gracious When Things Don't Go Your Way
- Show Commitment, Consistency And Solidarity
- Understand How To Be Appropriately Assertive



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Have A Belief In What You Can And Must
Do To Achieve Your Goals

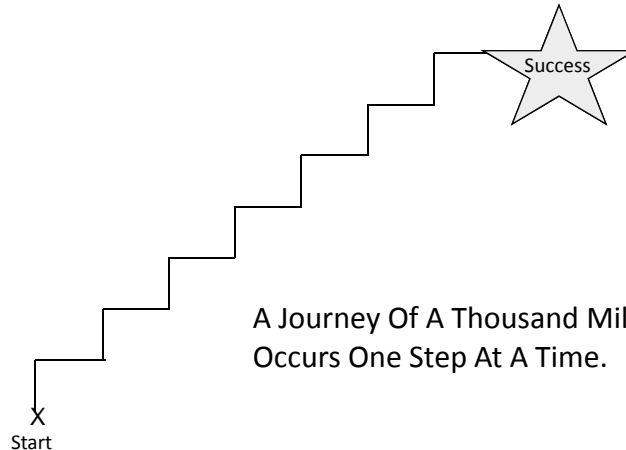
Because

NOTHING Great Can Be Accomplished
Without Belief



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A Stepped Approach To Change



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LET'S TALK

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Founder and Principal

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Helping Our Clients Invest In Their People For 20 Years 1995 - 2016

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