



HEYMAN ASSOCIATES

**MANAGING UP AND MANAGING DOWN:
HOW TO BE A BETTER LEADER TO YOUR TEAM**

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360° Leadership

- Aside from the CEO, even “leaders” have to work with peers, as well as those above and below them in the hierarchy.
- Our clients seek out professionals who know how to navigate these complex webs of relationships.
- Just having work experience in a large organization counts for a lot, but so do certain intangibles:
 - Problem-solving
 - Communication
 - Relationship-building
 - Ethics



Scenario 1: Badger Boss Hides the Ball

- Six months into a new job, and you haven't heard a word of feedback from your boss other than "horrible," "bad" or "sad."
- When you ask for details, you're told to "just figure it out."
- Your direct reports – and even your peers – are demoralized by the toxic environment. You fear many are looking to jump ship.
- Your boss' boss seems more approachable and reasonable, but you have limited contact with her.



Scenario 1: Badger Boss Hides the Ball

- Show of hands: What is your best course of action?
 - A. Suck it up and continue to do your best, tell your team to do the same.
 - B. Band together with your peers to push back against the Badger Boss and protect your subordinates.
 - C. Keep good records and then go to your boss' supervisor.
 - D. Sabotage your boss' projects so he gets the blame.
 - E. Find another job.



Scenario 2: The Snake-in-the-Grass Subordinate

- You inherited your predecessor's team.
- Snaky Subordinate is great in meetings.
- She manages to get tons of credit without doing much actual work.
- Your boss thinks she walks on water.
- She routinely throws her own peers under the bus.
- She is probably gunning for your job.



Scenario 2: The Snake-in-the-Grass Subordinate

- Show of hands: What is your best course of action?
 - A. Have a brutally honest conversation to let her know that you know what she's up to.
 - B. Ingratiate yourself with your own boss and tout your accomplishments as a means of protecting your own job.
 - C. Document the subordinate's actions and initiate a performance improvement plan.
 - D. Completely cut the subordinate out of all but the least visible/important work.



Management is a Team Effort

- It's hard to "handle" a Badger Boss or Snaky Subordinate. And you can't do it alone.
 - Find out what motivates each individual team member – and yourself.
 - Build strong relationships based on mutual trust and respect.
 - Think about all the different "levers" you have to pull.
- Cultivate relationships with mentors – even a career coach – who can help you to solve problems.
- Networking is a great way to see different perspectives (and find out about toxic workplaces to avoid).
- Have a support system in place before you need to lean on it.



Determining Your Leadership Style

THE PROFILES AT A GLANCE

WHAT'S YOUR STYLE?

Check off the traits that generally apply (keeping in mind that you probably behave differently in different groups and situations). Tally up the relevant traits in each category for a rough gauge of which styles you draw on most often.

- | | | | |
|---|--|---|--|
| <input type="checkbox"/> Outgoing | <input type="checkbox"/> Diplomatic | <input type="checkbox"/> Quantitative | <input type="checkbox"/> Methodical |
| <input type="checkbox"/> Focused on the big picture | <input type="checkbox"/> Empathic | <input type="checkbox"/> Logical | <input type="checkbox"/> Reserved |
| <input type="checkbox"/> Spontaneous | <input type="checkbox"/> Traditional | <input type="checkbox"/> Focused | <input type="checkbox"/> Detail-oriented |
| <input type="checkbox"/> Drawn to risk | <input type="checkbox"/> Relationship-oriented | <input type="checkbox"/> Competitive | <input type="checkbox"/> Practical |
| <input type="checkbox"/> Adaptable | <input type="checkbox"/> Intrinsically motivated | <input type="checkbox"/> Experimental | <input type="checkbox"/> Structured |
| <input type="checkbox"/> Imaginative | <input type="checkbox"/> Nonconfrontational | <input type="checkbox"/> Deeply curious | <input type="checkbox"/> Loyal |



Source: Suzanne M. Johnson Vickberg and Kim Christfort, "Pioneers, Drivers, Integrators & Guardians," *Harvard Business Review* (March-April, 2017)

Determining Your Leadership Style

HOW CAN YOU GET THE MOST OUT OF EACH STYLE ON YOUR TEAM?

Know what gets them excited—and what they find off-putting.

ENERGIZED BY:

Brainstorming
Spontaneity and trying new things
Enthusiasm

Collaboration
Communication
Trust and respect

Solving problems
Directness
Winning

Organization
Predictability and consistency
A detailed plan

ALIENATED BY:

Rules and structure
The word “no”
A focus on process

Politics
Conflict
Inflexibility

Indecision
Inefficiency
Lack of focus

Disorder
Time pressure
Ambiguity and uncertainty



Source: Suzanne M. Johnson Vickberg and Kim Christfort, “Pioneers, Drivers, Integrators & Guardians,” *Harvard Business Review* (March-April, 2017)

Control What You Can Control

- Not all of these relationships can be fixed.
- You might need to accept failure and move on.
- It's a bit like dating.
- What inspires you and what you can tolerate will change over the course of your career.



Inspire Yourself

- Jim Collins: *Good To Great*
- Marshall Goldsmith: *What Got You Here Won't Get You There*
- Diana Nyad: "Never, ever give up." (TED Talk)



About Lisa Ryan



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