

Course ID
MANAGUP
Course Duration
1-2 days

Course Title
**Managing and Leading upward to Achieve Your
Organization's Mission**
Private Class

**Related
Courses**

- Creating a Leading up Culture (LEADUP, 1-2 days)
- Influencing Skills: Achieving Results without the Authority (INFLUENCE, 2 days)
- Coaching for Superior Performance (COACH, 2 days)
- Leadership: Be the Leader Others Want to Follow! (LEAD, 1 day)
- Leadership: Becoming an Effective, Confident Leader! (LEAD2, 2 days)
- Advanced Leadership Workshop: The Vision, the Strategy, and the Execution (LEAD3, 3 days)
- Step up to Supervision! (SUPERVISE, 2 days)
- People in Projects: Foundation for Project Success (PEOPLE, 3-4 days)
- Succeeding at Technical Management: Do's and Don'ts for the Technical Manager (DOS-DONTS, 1 day)
- Project Management Workshop (PROJMGT2, 2 days)
- Project and Team Management Workshop (PROJMGT4, 4 days)

Aimed At

Those who need to influence others over whom they have no direct authority or who wish to create a culture that encourages their direct reports to speak up.

Group Size

7-25

Prerequisites

None

**Course
in a Nutshell**

The success of today's organizations depends as much on managing up as on managing down or across. Do you wish to enhance your organization's effectiveness through a culture in which direct reports are encouraged to communicate with and influence their bosses? Do you wish to become a strategic partner with those above you on the organizational chart? Do you wish to get heard and get ahead? How can we hear our boss's criticisms of our work without getting defensive to meet our career goals and organization's mission? Would you like to learn how to influence others across your organization over whom you have no direct authority? These are some of the issues addressed in this one- or two-day courses aimed at helping you develop relationships with your superiors that are beneficial mutually as well as to your organization as a whole.

Customize It! Customize this course at little-to-no additional expense. We can focus on whichever aspects of leading upward are most critical to your organization's needs. The program can be taught as a one- or two-day course, with the two-day version including strategic analysis and more in-depth material.

Learn How To

- Define voice
- Characterize upward leadership
- Achieve greater control of your career by learning how to subordinate your own interests to your organization's
- Manage, support, and coach your boss
- Lead up and be a strategic partner to your organization's leadership
- Take criticism professionally to be able to effect positive change
- Influence those over whom you have no direct authority
- Participate productively in meetings

Course Outline

- Openers
 - Discussion: What is upward leadership? How do we exercise voice in this organization?
 - Case studies: Would you speak up in this situation? What are the risks? How can you best be heard?
- Managing and Supporting Your Boss
 - Exercise: Determine your boss' style and needs; create a personal plan for improving your relationship and work outcomes
- Coaching Your Boss (2-day program)
 - Coaching skills and processes as they apply to those above us
 - Exercise: Practice coaching your boss
- Receiving Criticism Productively
 - Video: The Art of Criticism: Giving and receiving
 - Exercise: Applying the 4 A's
- Influencing without Authority
 - Discussion: Sources of power and influence
 - Exercise: Action plan to develop needed sources
- Understanding Strategy (2-day program)
 - Discussion and short lecture: Porter's 5 Forces
 - Apply 5 Forces to your own industry

- Productive Meeting Participation (2-day program)
 - Activity: Anchors and prevailing winds
- Close Out
 - Wrap-up and Q & A
 - Action Plan

How You Will Learn

- A seasoned instructor will present this course in “workshop” (lecture/practice) format.
- We will employ a highly interactive instructional style that includes games, case studies, exercises, and action planning.
- You will acquire the specific tools and skills to lead upward.
- You will receive a printed Participant Handbook that will help you remember and retain what you learned in class and apply it in real-life, both at work and home.

Revised

July 25, 2011