

Managing Up - PSG's Current Focus

As we continue to conduct 360s, employee/climate surveys and leadership training, the compelling need to communicate the benefits of managing up is evident. It is, in our opinion, one of the most neglected aspects of management thinking, writing and action. In almost all the executive coaching assignments we've conducted in recent years, attention has turned to addressing issues with bosses and how to manage them.

A stark reality that we've observed is that most managers at all levels don't have enough time for their direct reports. They have their own "stuff" meetings, reports, conferences, projects, the list goes on - and they still need to manage down (i.e., their direct reports). Some managers have serious management flaws. Who suffers? Their direct reports, who don't get the guidance, direction, technical support and recognition to motivate them to succeed. Does this mean that you should simply give up and let your career and growth languish because of your manager? Absolutely not! Direct reports should ensure they're managed and that they get the support they need to perform successfully.

We are currently writing a report on a survey of PSG client perceptions on managing up. We've identified many of the behaviors that are most effective in managing up. Being proactive is the essence of managing up. The intent of the survey is to provide statistically meaningful research to substantiate conclusions developed from years of experience. We will develop illustrative case studies and share our findings.

Best wishes, Wil

*Wil Brewer
President
Performance-Solutions-Group, Inc.*

May 22, 2010