



#managingUP

How to speak up
about what matters
most to you

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What is 1 thing you wish your boss knew about you?

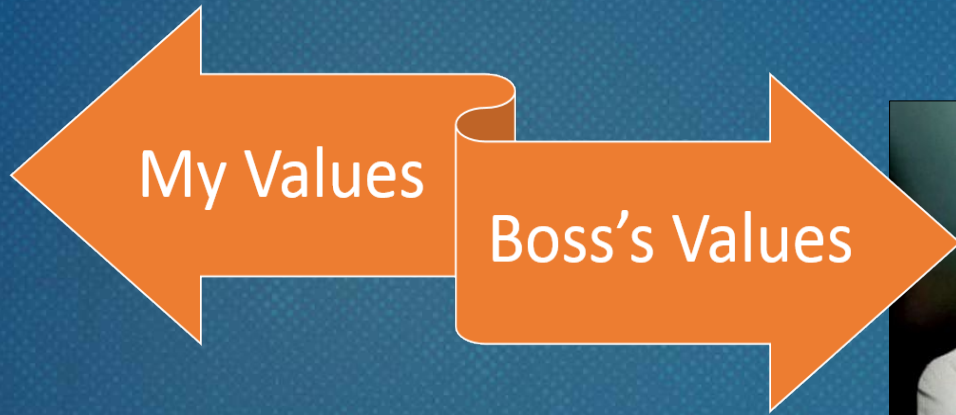
What is 1 thing you are holding back from telling your boss?



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Five Barriers



Step #1- Get to Know Your Boss

My boss's core values are . . .

My boss's priorities are . . .

The biggest pressures my boss faces are . . .

My boss's preferred communication style is . . .

My boss's strengths & weaknesses are . . .

My boss is more of an introvert/extrovert . . .



Step #1: Get to Know Your Boss



Information is Power

- Introvert/extrovert
- Preferred communication style
 - Email, in-person, by phone
 - High level overview, detailed update

Step #2: Know Yourself

My core principles/values are . . .

What I love to do at work is . . .

My personal and professional goals are . . .

My work style is . . .

My natural talents and gifts are . . .

Step #3: Nurture the Relationship

To support the ideal relationship with my boss,
I commit to being...

competent
trustworthy

approachable
& pleasant

discrete
at all times

Step #3: Nurture the Relationship

Express gratitude

Ask for feedback

Get to know your boss personally

Keep your boss informed

Step #3: Nurture the Relationship

Under-promise and over-deliver

Show respect

Be authentic

Never gossip (never)

Avoid These Pitfalls



Highlighting problems without proposing solutions



Saying "yes" to more than you can handle



Frequently framing requests in terms of your own needs



Getting defensive when your boss gives you feedback



Saying nothing when you make a mistake



Not asking for help when you need it



Never offering to help your boss

WHAT'S YOUR
STORY

Clarify your intent





What do you want to achieve?

Establish mutual purpose

Emotions in communication

Expressing Emotions

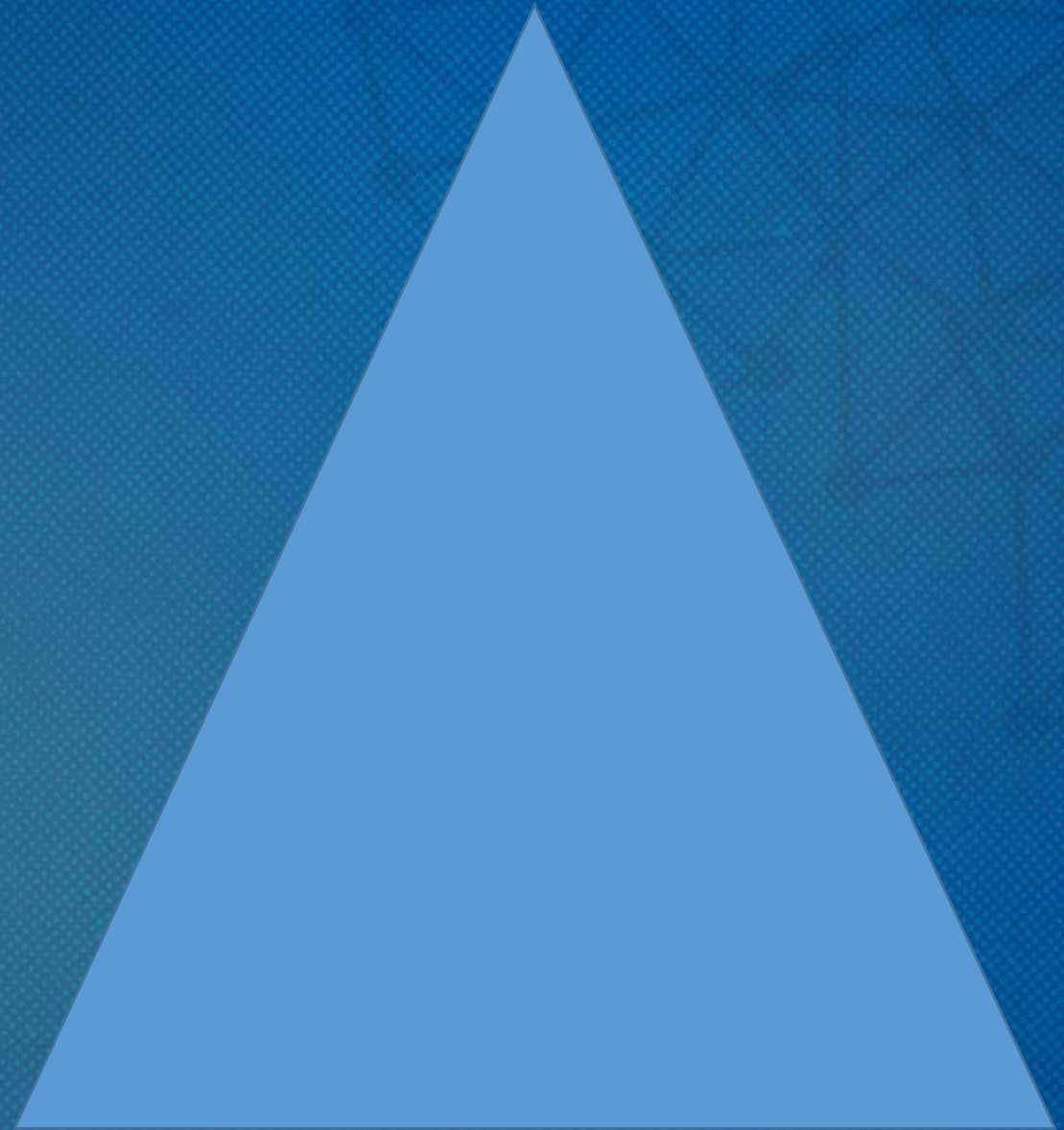
- Talks honestly and directly to the other person
- Directly communicates their feelings at the time



Crucial Conversation

You know you've got one when:

- Opinions vary
- Stakes are high
- Emotions run strong



Crucial Conversation

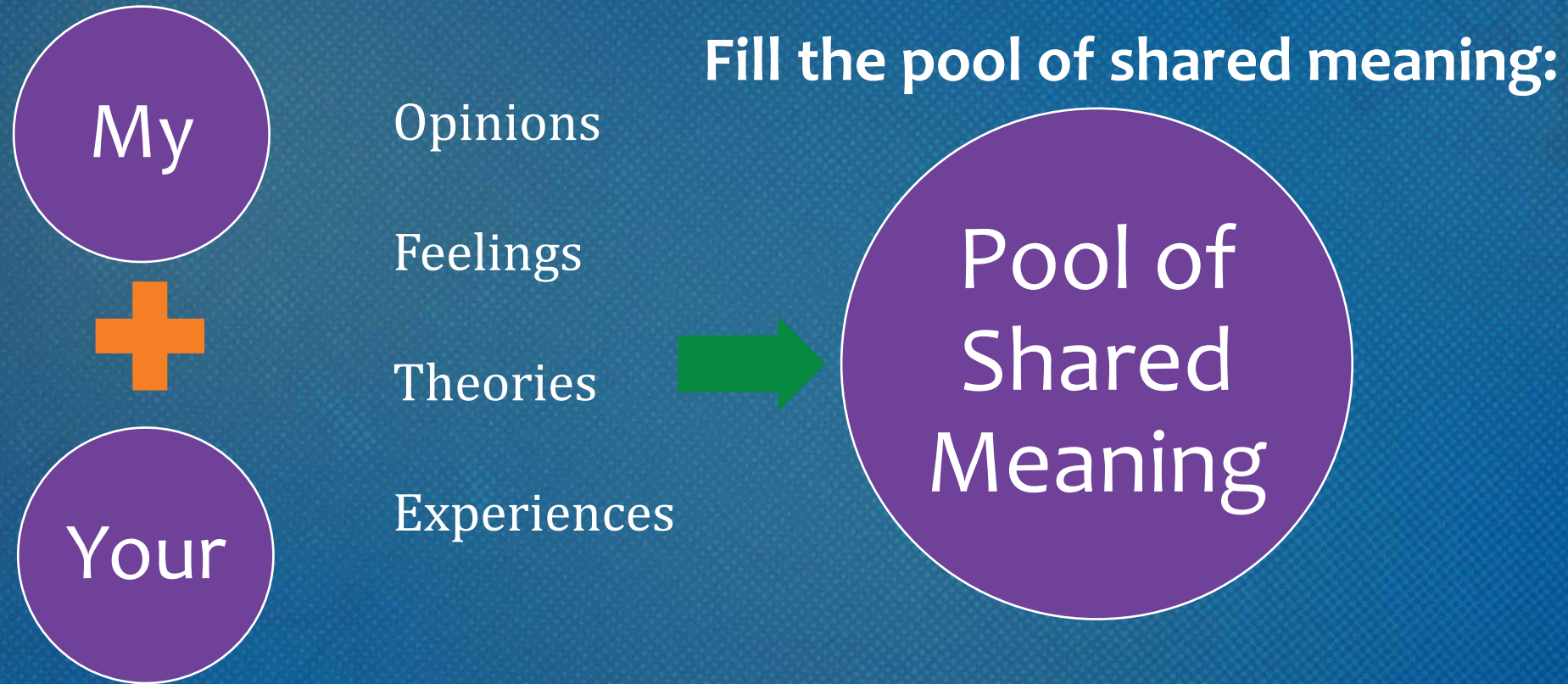
We have three alternatives:

1. Silence
2. Violence
3. Dialogue



Only one leads to understanding; choose wisely.

Crucial Conversation



Start with yourself

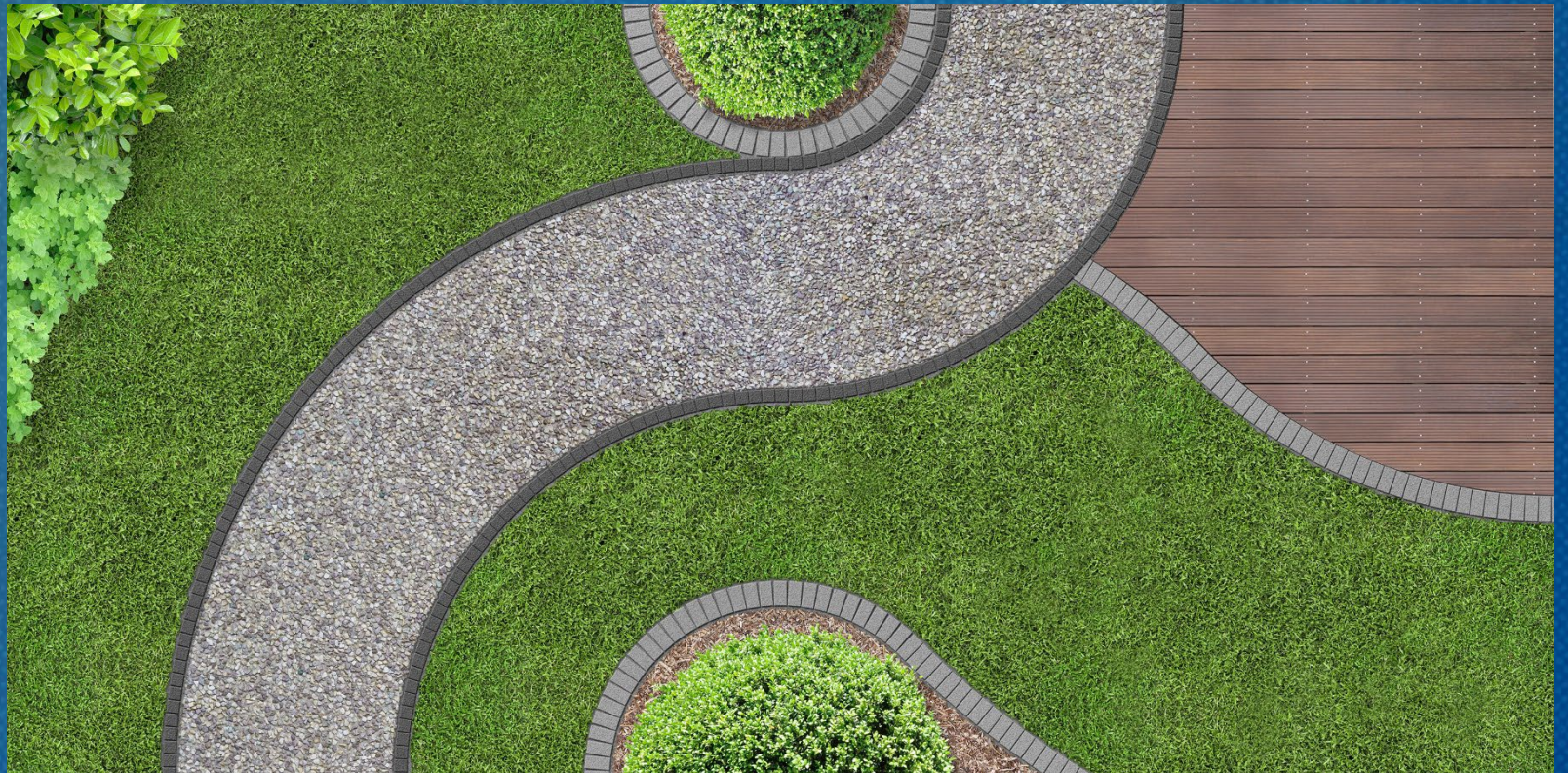
- Work on your own dialogue skills
- Develop your Emotional Intelligence
- Notice your behaviors under stress
- Check the stories you are telling yourself
- Clarify your intentions and outcomes



Know and focus on the results you want.

State your path

- Share your facts
- Tell your story
- Talk tentatively
- Encourage testing



Explore others' paths

- Start with curiosity
- Connect with empathy
- Remain patient
- Use active listening skills
 - Listen to understand
 - Be attentive
 - Acknowledge and paraphrase
 - Ask open-ended questions



Make it safe

- Establish mutual purpose
- Maintain mutual respect
- Step out of the content if necessary
- Apologize when appropriate
- Fix misunderstandings



Make safety your top priority.

Move to action

- Decide how to decide.
- Who does what by when?
- When/how we will follow-up?
- Document the agreement



Dialogue is the path to agreement.

Let Your Light Shine!

- Highlight your achievements and successes
- Express your commitment to the organization