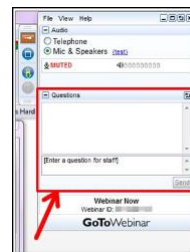
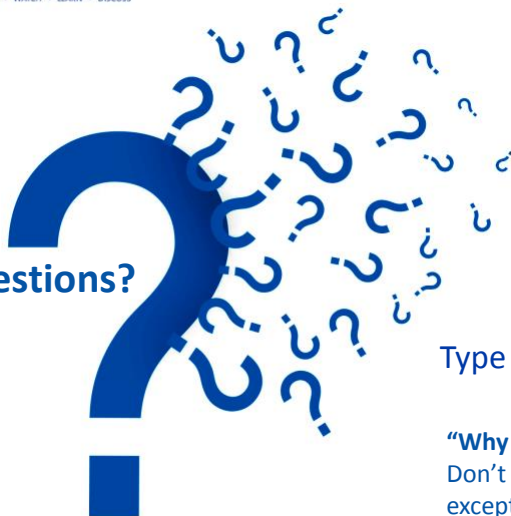




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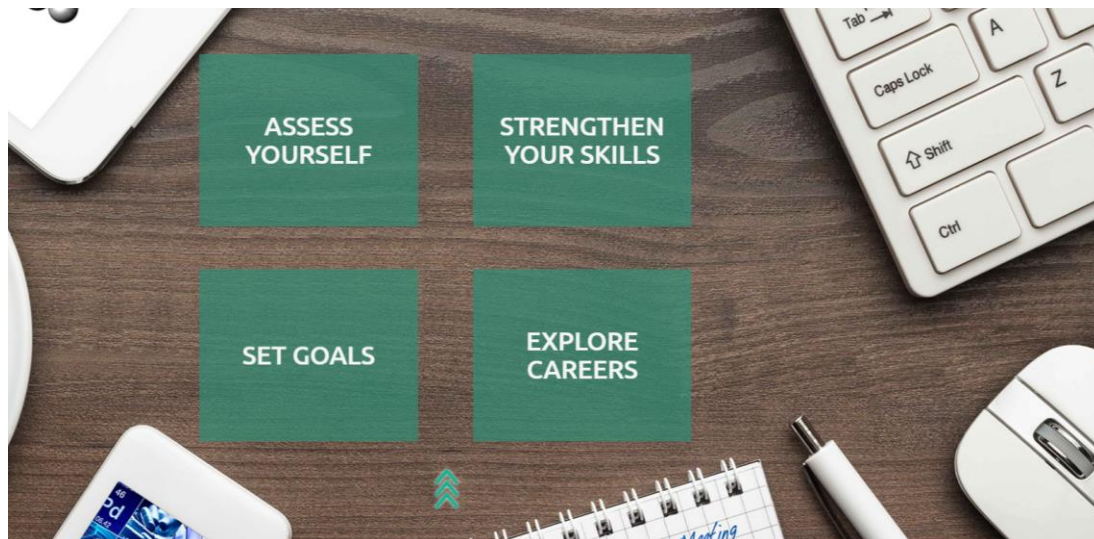
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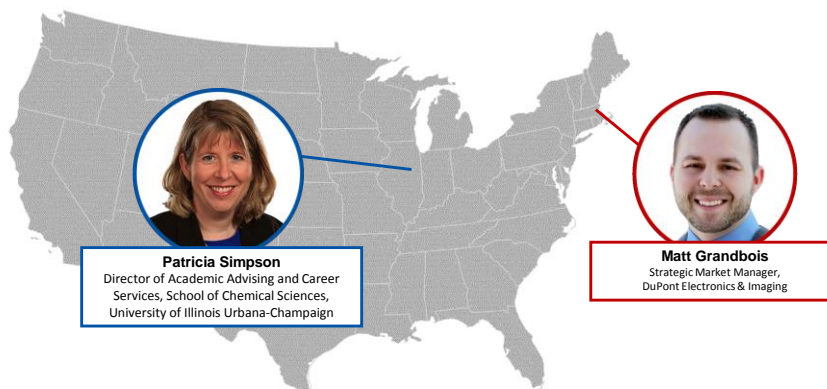
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Managing **UP**  
Building a  
Healthy  
Relationship  
with your  
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## Managing Up: Building a Healthy Relationship with your Employer



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## Professional growth is a journey for every chemist.

- Professional development is important to helping you on your **journey as a chemist**, a professional, and a person
- Along this journey, you will need to **engage with others** that become a part of your story
- The roles these individuals play in your network are diverse and become **key to your development**



# You are not alone in your professional development journey.

- Professional development occurs throughout a career that involves interacting with others that are **above**, **below**, and **alongside** you
- Direct supervision by a “boss” is a relationship that the majority of all chemists will have throughout their career
- This relationship has a **large impact** on you professional development, productivity, career trajectory, and overall happiness
- Given it’s importance, it should have a **positive impact** on these aspects of your life



## Audience Survey Question

ANSWER THE QUESTION ON BLUE SCREEN IN ONE MOMENT



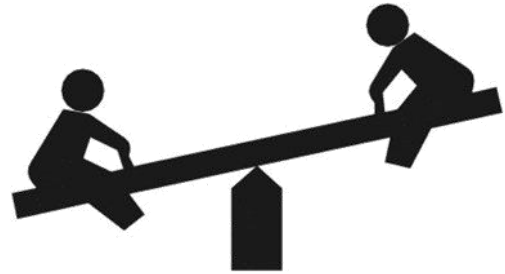
### How do you feel like your current supervisor relationship is affecting your professional development?

- I feel my relationship is having a very positive affect on my professional development
- I feel my relationship is having a somewhat positive affect on my professional development
- I feel my relationship is having neither a positive or negative affect on my professional development
- I feel my relationship is having a somewhat negative affect on my professional development
- I feel my relationship is having a very negative affect on my professional development



## “Le Chatelier’s Principle” of Managerial Relationships

*“A **supervisor-subordinate relationship** exists in a dynamic equilibrium where a stress on one side of the relationship will result in a counteracting change to the other side in order to re-establish equilibrium.”*



- The supervisor-subordinate equilibrium encompasses many aspects of the relationship, including performance and professional development/advancement
- Managers can help you progress into future roles or positions, but their positions change over time so you may find yourself in a position to help them along their career journeys as well



## Establishing your Managerial Equilibrium

- Like all relationships, “first impressions are everything” in establishing the dynamic, tone, and possibilities
- Many managerial relationships do not start through cold-calls or networking socials, but instead through job interviews or appointments
- Appointed relationships often create scenarios where you and your supervisor may not see “eye to eye” given the numerous ways that people are incompatible with one another



*This doesn’t mean that your career is over or that professional development should stop. **It’s actually one of the key moments in your professional development!***

# Respectful and inclusive engagement is key in gaining allies in your professional development.

## Success



- Most managers/supervisors want you to succeed as "*credit is infinitely divisible*"
- Managers don't want you to fail as it will have an **impact** on them as well as you

- Managers can be *influential* in a variety of ways and often act as one of your key stakeholders
- Understanding the impact and influence of stakeholders on your professional development can be determined through stakeholder analysis



"Leaders don't create followers, they create more leaders."

Tom Peters



## Audience Survey Question

ANSWER THE QUESTION ON BLUE SCREEN IN ONE MOMENT



### How often do you utilize stakeholder analysis for work?

- Daily
- Monthly
- Annually
- Never
- I don't have a professional network

# Stakeholder Analysis for Professional Development

- Stakeholder analysis is a proven technique that helps project managers develop action plans and communication strategies to enable the success of their projects
- Your professional development is one of the most important projects in your life where you get to be the project manager, too!

- **Stakeholder Analysis Process:**

- Identification of Stakeholders
- Stakeholder Mapping
  - I. Establish **Initial** Positioning
  - II. Determine **Ideal** Positioning
  - III. Develop Action Plan based on needs



A **stakeholder** is anyone that is actively involved in a project or whose interests may be positively or negatively affected because of the project execution or successful project completion.



## Audience Survey Question

ANSWER THE QUESTION ON BLUE SCREEN IN ONE MOMENT



### How many stakeholders do you have in your professional development?

- I don't have any stakeholders
- I have a few stakeholders
- I have over five but less than ten stakeholders
- I have over ten but less than twenty stakeholders
- I have over twenty stakeholders

## Stakeholder Identification

- Stakeholders are either **actively involved** in your development or **affected by** your development in positive or negative ways
- Stakeholders include:

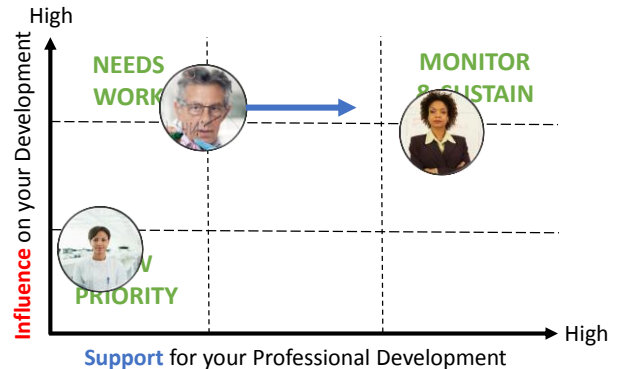


- Stakeholders provide insight, advice, remove barriers, create opportunities, and help you execute the project



# Stakeholder Mapping

- With a stakeholder list in hand, consider their influence and support of your professional development:
  - **Influence:** High or Low?
  - **Support:** High or Low?
- Map this out on a 3x3 Matrix
- Note their position and where you would like them to be
- Repeat for **Impacted vs. Support**



Manager



Colleague



Sponsor



## Develop an Action Plan

- Knowing where your stakeholders currently are is not as important as knowing where you need them to be
- Develop an Action Plan to communicate your development and place your stakeholders where you need them
- Key questions to ask to prepare for this step:
  - *What's their current perspective?*
  - *What do they need to know and understand?*
  - *What do they need to believe?*
  - *What actions do you want them to take?*



## Clear & Consistent Communication is Key

- OHS: Open, Honest, & Simple
- Make a strong case for your professional development
- LISTEN: Monitor and reinforce their understanding based on their responses.
- When issues arise, communicate early

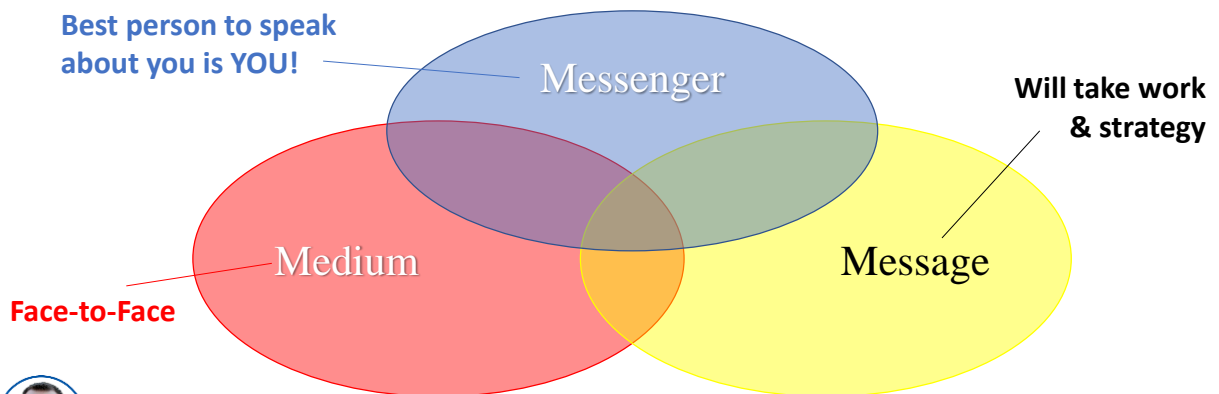
*"Bad news is not a fine wine"*



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## Mind Your "M's"

*Communication is the foundation of a healthy relationship, so it is important keep in mind the three pillars to successful communication*



## Develop communication strategies that builds a relationship with your manager

- Find time that works with no pressure or deadline
- Awareness: this will be THE topic of conversation
- Be tactful in approach and prepared with content
- “Say what you mean and mean what you say”
- You’re looking for support, not threatening to leave
- Come prepared with actionable options



## Your Professional Development is your most important project and chance to lead.

- Make a plan and **follow-up** to review your progress
  - *Showing progress demonstrates that there is good ROI for your manager's time*
  - *It's hard for employers to ignore when you take the lead, but don't leave them in the dust*
- **Avoid minefields:** you know your boss, so don't bring up things you know will cause a negative reaction
- Keep **emotions out** of it if possible
- A good boss wants somebody that can **take over for them** so they can take the next step in their career



# Managing-Up Toward Professional Development

Stay away from brown-nosing by setting goals and actions that are not self-serving.  
Focus on the greater good.

Understanding what your boss, organization, etc. **NEED** and addressing that will have a trickle down effect for all.

Maintain and enhance your own expertise as it can compliment your bosses' strengths and bring value.

Focus on making decisions, understanding their consequences, and bring viable solutions.

Adapt your style as the power hierarchy demands.



## Develop your PDA based on managing up

- Adversity encountered in the workplace is challenging, but can be addressed in many ways
- Understanding the role, influence, and how people are impacted by your professional development is a key step in establishing your **Professional Development Attitude**
- Managing up puts the power over your development back in your hands





## Resources & Next Steps

### Next Steps:

- Complete your personal development stakeholder analysis
- Develop your own Professional Development communication strategy
- Make a proposal on how you can better your team/group

### Resources:

- ACS Division of Professional Relations ([www.prof.sites.acs.org](http://www.prof.sites.acs.org))
- Chem IDP ([www.chemidp.acs.org](http://www.chemidp.acs.org))



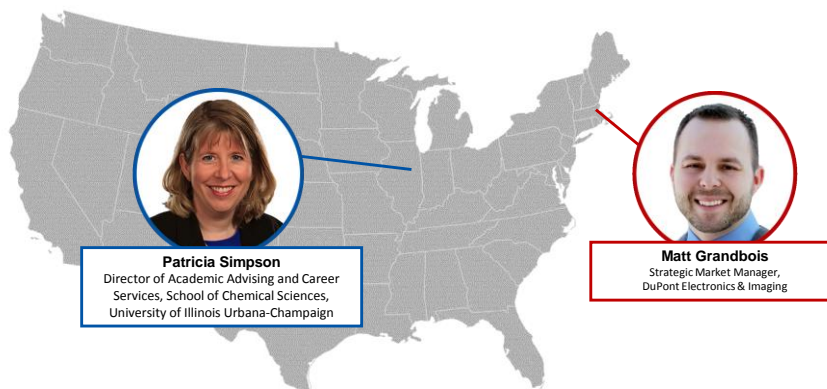
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## Conclusions



- Stakeholder analysis is a powerful tool that will help you better understand the role that others have within your professional development
- Developing communication strategies that build a relationship with your superiors will help manage expectations and mobilize their support
- Managing your upward relationships can be effective ways to gaining support, building critical skills, and reaching your professional potential

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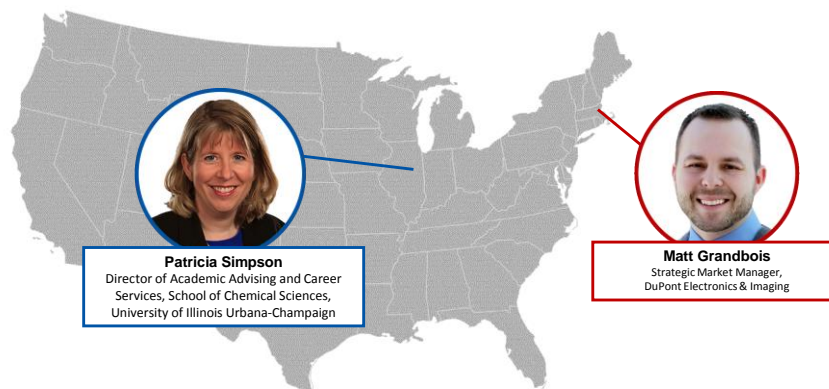
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## Managing Up: Building a Healthy Relationship with your Employer



**Patricia Simpson**  
Director of Academic Advising and Career Services, School of Chemical Sciences, University of Illinois Urbana-Champaign



**Matt Grandbois**  
Strategic Market Manager, DuPont Electronics & Imaging

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## Final Thoughts

- You are not alone on your professional development, so make sure to be a team player
- Strive to understand others and their role within your professional journey
- Leave the printer alone



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