

Tools for Talent

Managing Up

- 1. Anticipate needs
- 2. Understand and accommodate style
- 3. Understand goals, objectives, outcomes
- 4. Advise how to best use your talents
- 5. Develop positive relationship, build trust
- 6. Be a well-rounded source of help
- 7. Honor time
- 8. Don't blindside
- 9. Use collaborative tools

Exercise: Your Current Situation

1. What are you doing well to manage up? How do you know?

2. What could be improved? Why is improvement needed?

3. Pick two principles from list you want to focus on. Reflect on those principles - what insights do you have that will help you improve? E.G., what do you notice the person needs that you're not currently providing (could be a change in when/how you're providing it)? What are their communications preferences and how could you better communicate? How could they better use your talents to meet their goals and objectives?

Recei	ving Feedback
	tion: Think of a time you received feedback that resulted in your learning, growing and ing. What were your first reactions? What enabled you to learn/grow?
Receiv	ving Feedback Exercise
1.	Seek it out: What do you want feedback about? From whom?
2.	Make a specific request. EG What is one thing you like about XYZ? What is one thing I could do better? Plan to ask clarifying questions and use active listening. *Also, breathe.
3.	Its natural to ask your supporters. Look outside your fan club - who else might have insights for you?
4.	When you receive challenging feedback: plan to step back, reflect. Make two lists: What do you agree with? Disagree with? Work on what has value and spend time thinking about the rest. See if you can find some new truth in the feedback or something you could seek clarity or additional perspective about.
5.	Thank them.
Giving	g Feedback
1.	Who do you want to give feedback to? Why/what is your intention? When is the best time to give it (after asking them if they want it)?
2.	Complete the MadLib: When you (state specific behavior):
	I feel (state impact):



Negotiation Exercise

What are some upcoming negotiations that might benefit from System 2 thinking?	
How can you approach it?	
Reminder: Don't let time pressure effect your decisions. Partition it out/break it down into steps. Have patience	
 What is the subject matter? What additional information do you need (about what is possible, about your partner's interests, etc.)? 	
What is your current position? What are your interests?	
Position:	
Interests:	
What are some alternatives?	
What are some possible decision making criteria?	