



MANAGER BRIEF

How to Manage Sideways

START HERE

5 HumanityWorks Skills

AS YOU WORK THROUGH EACH BRIEF, THESE FIVE SKILLS ARE FOUNDATIONAL TO BEING A GOOD HUMAN AND MAINTAINING HEALTHY RELATIONSHIPS.

LISTENING

Listening is an essential skill to generate the depth of caring connection people need to feel physically and psychologically safe with one another. There are different levels of listening and each one gives you different information. When practiced they become a building block of trust.

PERSPECTIVE

Your perspective is a particular outlook or point of view you have about something. Just like a photographer chooses a lens to capture reality in different ways, we each have filters through which we see the world. This filter can get in the way of working well with other people. It's important to learn more about this and how to shift it.

ACKNOWLEDGEMENT

A genuine acknowledgement helps others feel seen for who they are being and the positive impact they create. This nuanced skill helps to create meaningful relationships when done well.

SHARED AGREEMENTS

Shared agreements clarify working relationships with each person taking responsibility for their contribution to the relationship and to collectively agreed-upon outcomes. So often people don't take the time to create them, and this can cause roadblocks to working well together.

CURIOSITY/POWERFUL QUESTIONS

Curiosity expands information, connection, participation. It deepens what you know and can challenge what you think you knew. This simple skill creates the antidote to judgement.

★ **LEARN MORE ABOUT THIS BRIEF AND GROWING YOUR HUMANITY WORKS SKILLS:** Check out HumanityWorks.com, email info@humanityworks.com or read the book, [Humanity Works Better](#).



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WHAT IS MANAGING SIDEWAYS

Managing sideways is how you effectively collaborate with and influence peers to move the work forward.

THE BASICS

- **Cultivate Relationships.** Seek out opportunities to connect with colleagues who you may not work with on a day-to-day basis. Be curious about the work they do and who they are.
- **Understand Roles and Responsibilities.** It's important to know how your team fits into the larger ecosystem. This will help you know how to partner with other managers.
- **Look for Ways to Add Value.** As you are connecting with colleagues, find opportunities to say "How can I support you?" Those moments of support are valuable, memorable, and likely to be reciprocated.

THE STRUCTURE

- **Get aligned.** When working with a peer or group of peers on a project, start with creating a shared understanding of the outcome and why it is important.
- **Establish Ground Rules.** Too often people jump into the doing of work without stopping to clarify how they will work together to get great things done. Spend a few minutes creating some agreements about how you will celebrate success, address failures, communicate progress, delegate authority, ownership of key elements, have fun, learn or whatever it is that you all determine is important.
- **Create a Project Task Timeline.** This helps determine who will do what by when. It enables areas of interdependency to be highlighted. Establish cadence for progress review, how and when it will take place.
- **Break Down Silos, Don't Reinforce Them.** Proactive transparency is key to trusted collaboration. Your colleagues can only be as helpful as the information they have so be sure to share early and often. Information sharing also builds trust.

HUMANITYWORKS PRO TIPS

- **Step towards** any resistance and get curious about what is causing it.
- **Aim to understand** what is behind roadblocks. Avoid making up stories.
- **Acknowledge** contributions and the impact they are making.
- **Always be listening** for ways to partner, collaborate, and create shared successes.

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