



MANAGER BRIEF

How to Manage Up

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.

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THE IMPORTANCE OF MANAGING UP

Cultivating a strong relationship with your supervisor is formed on a bond of shared success. You are committed to their success, and they are committed to yours.

THE BASICS

- **Understand** what your boss wants to achieve and anticipating their needs.
- **Develop** a positive and productive relationship with your boss.
- **Learn and adapt** to their communication style and way of working.
- **Communicate** your own preferred work and communication style.

THE STRUCTURE

- **Learn what your Boss's Job is and not what you think it is.** When you make this investment, you can then provide them with a steady flow of the things they care about. Check in often and adjust your communication and what you need from them accordingly.
- **Rapport and Trust.** Get to know each other, show interest, and find common ground. Assume positive intent, getting curious and offer your perspective.
- **Communication.** Learn your boss's communication preferences, particularly how they receive information. Adjust your delivery to align with how they process.
- **Feedback.** If you are offering acknowledgement or constructive feedback, do so in a way that demonstrates your care for their growth as a leader. If you are pushing back on a request or idea, provide context and stay curious.

HUMANITYWORKS PRO TIPS

- **Create agreements on how you are going to work together.** This is a relationship and healthy relationships require both parties to be present and have their needs met.
- **Don't let things fester.** If you have a conversation or interaction that seems off, check in with them about it. Do not make up stories or assumptions. Clear out the small stuff so they don't become the big stuff.
- **Be curious about what is on your boss's plate and how you can help.** This also gives you insight into what may be coming or shifting priorities.
- **Recognize their humanity.** Bosses are humans too. They have fears, insecurities, strengths, the capacity to love and to be hurt. They have full lives outside of work. Step towards them as humans, that happen to be your boss.

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