Managing Up

MAXIMIZING THE RELATIONSHIP WITH YOUR BOSS
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STAKEHOLDERS

Head/Assistant Coach
Student - Athletes
Parents/Family of Student-Athletes

Alumni/Donors
Faculty/Professors/FAR
Athletic Administrations
KNOW YOUR PRIORITIES.
What is ‘managing up’?

- Being the best employee you can be
- Recognizing the goals of your boss
- Maximizing efficiency of your work day
- Identifying the best communication strategies for each individual stakeholder

The Process of Managing Up
Step 1: Identify

- The “Who”:
  - Who do you manage up to?
    - Administration
    - Head coach
    - Other stakeholders

- The “How”:
  - Not all communicate the same ways
  - Difficult part: identifying communication strategies
Step 1: Identify

- What is important to that stakeholder:
  - Depends on who that person is
    - Administration: state of program, student-athlete welfare, win/loss record, program issues, etc.
    - Head coach: athlete welfare, scouts/training, recruiting, putting out fires, etc.
    - Other stakeholders: are they being heard?
Step 2: Communicate

- Must be able to adapt
- Communication strategies:
  - What are the goals?
    - To whom are you speaking?
- Verbal vs. non-verbal:
  - We often think of communication only in the form of “what do we say”
  - Think about how you’re saying
The themes you’re communicating speak volumes about the picture you paint, and the relationship you form.
Step 3: Collaborate

- Defining expectations:
  - The value of the *job description*
  - Collaborative process
  - Head coach: clearly identify all the different areas that need your attention
    - Utilize your assistant coaches/ability to delegate
  - Assistant coaches: what are you responsible for? Is this *clearly defined*?
Step 3: Collaborate

- Is there *buy-in*?
  - Based on identified objectives, be sure to provide the opportunity for buy-in from your administrator/head coach
  - Why buy-in?
    - Trust
    - Communication
    - Expectations
    - Assistance
Step 3: Collaborate

- Allows for *anticipation*:
  - Whether day-to-day or when a particular situation arises, the collaboration in managing-up allows you to anticipate reaction and next-steps
  - What does your boss need to know?
  - *Flip it:* what do YOU need to know/find out in order to manage up?
    - Must use the tools at your disposal
  - Plan to come with answers, not just questions/issues
Step 4: Maintain

- To “manage up” is not a one-time thing:
  - Consistency – think about it in terms of “networking”…must build and maintain that relationship
  - Relationships constantly evolve
  - Expectations and goals constantly change
  - WHO you manage will change – new jobs/new bosses in today’s day and age
Step 4: Maintain

- The recommendation game:
  - Advancement in coaching is often driven by who knows who, and who knows you
  - Often times, bosses have similar goals
    - Athletic directors/administrators often have similar goals, as do head coaches
  - By successfully managing up, the recommendations from those you’ve worked for and with help drive career advancement
    - It’s good to be considered somebody who adds value not just on the court, but off of it as
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