

# Managing Up

MAXIMIZING THE  
RELATIONSHIP  
WITH YOUR BOSS



# Garry Rosenfield

C: (774) 262-7459

E:

[grosenfield@coachesinc.com](mailto:grosenfield@coachesinc.com)

T: @GarryCI





# STAKEHOLDERS

Head/Assistant  
Coach

Student -  
Athletes

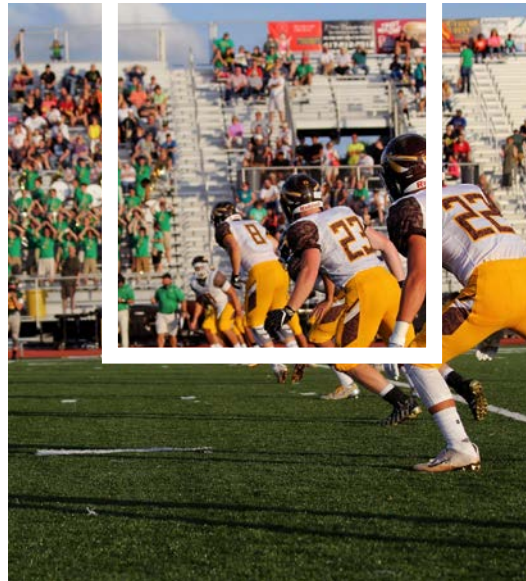
Parents/Family of  
Student-Athletes



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



Identify.  
Communicate.  
Collaborate.  
Maintain.

## 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?



# 2

## 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* “

# WHAT ARE YOU SAYING?

The themes you're communicating speak volumes about the picture you paint, and the relationship you form.

# 3

## 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*?

# 3

## 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

# 3

## 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 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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