

# Managing Up

## Discussion Guide

### Chapter One: The Alignment Conversation

- How do you currently align your work with your manager's priorities? What strategies from this chapter could you implement to improve alignment?
- Has there ever been a time where you were working on tasks that didn't align with your manager's goals? How did you handle it?

### Chapter Two: The Styles Conversation

- Can you identify your manager's communication style using the 4Cs framework? How does it compare to your own style?
- What communication or working style preferences belong in your Me Manual?

### Chapter Three: The Ownership Conversation

- Think of a time when you took ownership of a problem at work. How did you approach it and what did you learn from the experience?
- How can you identify and address worthwhile issues in your current role? What strategies from the chapter could you use?

### Chapter Four: The Boundaries Conversation

- How comfortable are you with setting boundaries at work? What are some areas where you need to improve?
- Is there a task or responsibility on your plate that you need to reset expectations around? How might you approach having that conversation?

### Chapter Five: The Feedback Conversation

- How can you use the ABC framework (Assumption, Behavior, Change) to deliver constructive feedback to your manager?
- Have you ever encountered pushback when giving upward feedback? How did you navigate it or respond?

## Chapter Six: The Networking Conversation

- How strong is your current professional network within your organization? What steps can you take to expand it?
- What are some small asks you can make to start building relationships with influential colleagues or higher-ups?

## Chapter Seven: The Visibility Conversation

- How do you currently showcase your accomplishments at work? What strategies from this chapter can you use to improve your visibility?
- Reflect on a recent success. How can you frame it as a compelling story to share with your manager or colleagues?

## Chapter Eight: The Advancement Conversation

- What are your long-term career goals, and how do they align with your organization's needs and priorities?
- How can you use the strategies in this chapter to create a game plan for your advancement and get your manager on board?

## Chapter Nine: The Money Conversation

- How comfortable are you with discussing compensation with your manager? What steps can you take to prepare for a successful money conversation?
- Have you ever negotiated a raise or other non-monetary benefits? What was the outcome, and what did you learn from the experience?

## Chapter Ten: The Quitting Conversation

- Have you ever had to leave a job? How did you handle breaking the news?
- Is there anything you need to do know so that when you are ready to move on the team is in a good place?



## General Reflection Questions

- Which of the ten conversations do you find most challenging, and why? How can you overcome these challenges?
- How has reading this book changed your perspective on managing up and navigating workplace dynamics?
- What's one work habit, belief, or behavior that holds you back from effectively managing up? How can you shift it?
- If you could go back and give yourself advice earlier in your career about managing up, what would it be? How can you act on that advice now?
- Who in your workplace has mastered the skill of influencing without authority? What do they do differently, and how can you incorporate some of their approaches into your own work?

