

Group Exercise



Individual Thinking

In the reflections after the first two sessions, I asked you to think of a time when you managed up and the core needs that drive you and your manager.

Holding those things up together, for the next 5 minutes I want you to think:

- What was the reason you came to your manager?
- What would you do differently now?
- How would you frame up your conversation?
- What would have had to be different about the trust you shared with that manager?

Round Robin

After that we'll have the 10 minute round-robin, in which I'd like you each to share something about what you discovered in that last section. Depending on your level of comfort in the room, you might share:

- Your core need
- Something about the reasons you most often manage up, or
- What you think could lay the groundwork for a better and more trusting relationship with your manager.

Group Discussion

Then we'll have our 30 minute group discussion: Here, I'd like you to talk about your organization. What changes would your organization need to undergo to create an environment where managers could act on upward feedback and upward management more effectively. What changes, as leaders, and for the leaders above you, do you need to make in order for you and your teams to deliver their best work. If you feel comfortable doing so, talk about the comfort each of you brings to upward management - and the risks.

Final Round Robin

Finally, we'll have a quick closing 5 minute round-robin:

- What did you hear from somebody else today—in the talks or in the conversations you just shared—that you want them to know you're carrying away? What will you do with it?