

Consultant Connection: The Power of Managing Up with Dr. Mira Brancu

00:06.950 --> 00:13.210

You are now listening to the Audacity to fail
podcast, a podcast about miss stepping into

00:13.210 --> 00:16.830

success.

Get ready to dive into conversations and real

00:16.830 --> 00:22.690

stories from leaders as they share how failure
activates a growth mindset is an important part

00:22.690 --> 00:26.410

of learning and motivation for improvement.

I'm your host,

00:26.420 --> 00:32.210

Dr Shari Dade psychologist with the National
Center for Organizational Development.

00:32.220 --> 00:34.850

Thank you for tuning in.

Let's get started.

00:41.000 --> 00:45.400

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Support for this leadership podcast comes from
the National Center for Organization

00:45.400 --> 00:49.260

Development N C O. D.

Aims to increase the long term growth and

00:49.260 --> 00:53.170

performance of the Department of Veterans
Affairs by collaboratively working with the

00:53.170 --> 00:56.890

leaders throughout the V. A.

To improve organizational outcomes by

00:56.890 --> 01:00.810

supporting the development of an engaged
workforce for additional information on our

01:00.810 --> 01:02.920

services, click the link in the show notes.

01:08.140 --> 01:13.530

Many leaders are well aware that one of the
greatest indicators of success is executive

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01:13.530 --> 01:17.770

support and sponsorship.

Even if you have hundreds of stakeholders those

01:17.770 --> 01:22.910

who manage and lead from above often carry the
access to needed resources.

01:22.920 --> 01:28.950

You can have unbelievably great plans but if
you aren't keen and strategically managing up

01:28.960 --> 01:34.020

you may be wasting energy spinning your wheels
with no traction forward for this episode.

01:34.020 --> 01:38.634

I am happy to bring a new addition to the as
called consultant connection,

01:38.644 --> 01:43.634

a moment to connect with leadership consultants
around specific topics that are often

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01:43.634 --> 01:49.054

challenging for leaders and for this kick off
episode I am excited to be joined by Dr Mira

01:49.054 --> 01:51.764

Brancu.

Dr Mira is a clinical psychologist and

01:51.764 --> 01:57.604

counselor by training who is currently a senior
organization Development psychologist for V.

01:57.604 --> 02:01.024

A's National Center of Organization Development
or N.

02:01.024 --> 02:04.814

C. O. D.

For short prior to that she's also served in

02:04.814 --> 02:09.988

several leadership roles supporting the office
of Mental Health and Suicide prevention's

02:09.998 --> 02:15.838

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Mental Health Centers of Excellence including
one in Vision six where she served as deputy

02:15.838 --> 02:20.298

director for 10 years.

Mira is also an associate professor at Duke

02:20.298 --> 02:23.898

University.

She specializes in team development,

02:23.908 --> 02:27.548

women's leadership and navigating workplace
politics.

02:27.558 --> 02:32.528

She lives in north Carolina with her husband
and their two teens and a pandemic cat named

02:32.528 --> 02:37.122

pug where they they like to try new local foods
and watch comedy,

02:37.132 --> 02:42.782

superhero and mystery shows.

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Get ready to join us as we explore the journey

02:42.782 --> 02:47.282

of miss stepping into success.

This is the consultant connection edition of

02:47.282 --> 02:53.042

the Audacity to fail podcast episode 18.

The power of managing up.

02:53.052 --> 02:57.542

Hi Mira, I'm so happy to have you here for our
first consultant connection.

02:57.552 --> 03:02.212

Hi, nice to be here with you.

Yes, how are you today?

03:02.236 --> 03:05.286

Great, Great.

I'm really excited to have this conversation

03:05.286 --> 03:07.926

with you.

Yes, I think it's going to be a really great

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03:07.926 --> 03:12.326

one for our leaders to hear as well.

So let's jump in and get started.

03:12.326 --> 03:16.686

Okay. Yeah. Absolutely.

So as I was thinking about this episode,

03:16.686 --> 03:23.216

Mira, if I am honest, I have to say that I

hadn't given much thought to the

03:23.216 --> 03:29.516

importance of managing up until I was

consistently feeling stuck in my past work life

03:29.526 --> 03:34.570

and feeling as though I had or wasn't making

any traction at all.

03:34.580 --> 03:41.020

And so I like to ask you, at what point in your

career did you begin thinking about managing up

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03:41.030 --> 03:45.150

as a pathway to success?

Yeah, I'm gonna, since,

03:45.160 --> 03:49.590

you know, you focus on the audacity to fail.

I'm gonna share first with you,

03:49.600 --> 03:55.970

a failure of managing up appropriately or
helpfully or successfully and then I'm going to

03:55.970 --> 04:00.684

share with you when I realized kind of like the
omo, you know,

04:00.694 --> 04:07.074

so in my first career, when I was a counselor,
there was a moment when there was something

04:07.074 --> 04:13.704

happening with a leader of mine, they made a
decision and I had read something or gone to

04:13.704 --> 04:20.204

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some kind of training and it was on ethics and

I got concerned that this decision was not

04:20.204 --> 04:25.524

ethical.

And so I ended up writing what I thought was a

04:25.534 --> 04:31.380

very thoughtful email, a really, really, really

04:31.380 --> 04:34.980

long email.

One of those emails that takes you like five

04:34.980 --> 04:37.490

hours to write.

And you wonder why did I spend that time,

04:37.490 --> 04:42.470

you know?

But I thought I was being helpful managing up.

04:42.470 --> 04:48.550

I thought I was saving her from some trouble.

Well, I can tell you that it was not well

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04:48.560 --> 04:55.370

received and I was told by my immediate supervisor, not only was it not well

04:55.370 --> 04:59.640

received, but when I wanted to fix it and go straight to the leader and talk about it,

04:59.650 --> 05:03.390

she said, oh no, no, no, no, no, don't worry about it.

05:03.400 --> 05:09.950

I took care of it for you.

So it was such a failure on my part

05:09.950 --> 05:14.500

to do it.

Well that I was shut out from fixing it as well,

05:14.510 --> 05:17.860

which was very painful.

And at that moment, you know,

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05:17.860 --> 05:23.399

I just fell like clueless confused, angry, you
know, all the feeling,

05:23.409 --> 05:29.629

all the feelings later on at the tail end of my
psychology training,

05:29.629 --> 05:35.889

I had an internship and the chief of the
service was going on and on gushing about this

05:35.889 --> 05:41.209

research coordinator that he had and I just, I
just needed to know what,

05:41.219 --> 05:46.278

what was it about this person that he thought
was so invaluable and so indispensable that the

05:46.278 --> 05:47.898

word he used indispensable.

05:48.168 --> 05:53.688

And so I asked him, I said what is it about

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about her that you find so valuable,

05:53.688 --> 05:58.808

what does she actually do?

And he said, she doesn't just come to me with

05:58.808 --> 06:04.478

problems, She comes to me with problems and
potential solutions,

06:04.488 --> 06:11.188

she doesn't tell me what to do necessarily, but
she's close enough to the issue that she says,

06:11.198 --> 06:15.547

I've thought it through, here's the problem,
There are some options I've considered,

06:15.547 --> 06:18.457

this is why these are the pros and cons, what
do you think?

06:18.467 --> 06:21.477

And I thought, oh my God, that's brilliant.

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06:21.897 --> 06:27.267

She is basically anticipating his needs and concerns.

06:27.277 --> 06:33.777

She is not hiding anything, but she is taking a burden off of his stress level in terms of

06:33.777 --> 06:38.417

being able to track important issues and also problem solve around them.

06:38.427 --> 06:43.466

And that is like the first time I thought, oh that is very valuable.

06:43.466 --> 06:49.486

That's why somebody becomes indispensable in an organization to those are some great examples

06:49.496 --> 06:55.926

of both sides of managing up when we've got the best intentions and we believe that we're

06:55.936 --> 07:00.466

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working in ways that are, that's building
relationships with those above us,

07:00.466 --> 07:06.686

those supervisors, those managers and the other
example of that intentionality behind it.

07:06.686 --> 07:11.845

But then also how it's perceived by I
management and how it's perceived by your

07:11.845 --> 07:18.155

supervisor, the indispensable, like I want to
be indispensable to my organization,

07:18.155 --> 07:23.175

to my team, to my supervisor and so thinking of
ways to do that.

07:23.185 --> 07:27.065

I think that those are wonderful examples of
that and it's just like,

07:27.075 --> 07:33.615

you know, we all want to feel valued by our

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leaders that we have something to contribute

07:33.625 --> 07:39.114

and even when we have maybe the right intention
and even the right sort of ideas,

07:39.124 --> 07:43.384

there is something about the approach that
makes a difference in that I think was the aha

07:43.384 --> 07:50.314

moment for me is the approach really does make
a difference between being heard so that the

07:50.314 --> 07:56.504

value is taken up and seen versus resistance or
annoyance, you know,

07:56.514 --> 08:01.854

so that makes me think, let's deconstruct
managing up as we know this is something that

08:01.854 --> 08:07.213

we hear from leaders often that there's some
difficulty with it and oftentimes it does start

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08:07.213 --> 08:11.723

with that unclear understanding of what it
actually is and what it actually looks like,

08:11.733 --> 08:16.833

what is that approach?

So let's start discussing the meaning of

08:16.833 --> 08:23.253

managing up for those who may be unsure what it
might be or even haven't considered what this

08:23.253 --> 08:26.823

tool looks like.

So from your perspective, how would you

08:26.823 --> 08:30.653

describe managing up?

It's a really good question because actually

08:30.653 --> 08:35.392

when I think about managing up, I'm not sure
that I even like the term honestly,

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08:35.392 --> 08:39.802

and I think a lot of people sort of have like
this kind of negative unease around it,

08:39.802 --> 08:42.132

so I'm actually going to throw it right back to
you.

08:42.132 --> 08:47.122

I'm curious to hear when you were like
preparing for this or even like when you were

08:47.122 --> 08:50.862

saying, I remember earlier on sort of this idea
of managing up,

08:50.872 --> 08:55.632

what did you first think about when you heard
this term or like what was your reaction?

08:55.642 --> 09:02.411

I echo that sentiment about the words, I'm very,
very intentional about language and words that

09:02.411 --> 09:07.801

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are used and when I first started or first
started to hear managing up,

09:07.811 --> 09:14.441

it felt like handling like I needed to handle
my supervisor to handle and

09:14.451 --> 09:20.251

what could seem manipulative handling someone
in order to get my needs met.

09:20.261 --> 09:25.161

And so I like this idea of challenging the
wording around it,

09:25.171 --> 09:28.430

switching the terms because I had to make a
decision and say,

09:28.440 --> 09:33.420

well I don't want to handle anyone that's not
why I signed up to do the work that I do,

09:33.430 --> 09:40.140

but I do want to build relationships, I do want

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to authentically create a partnership and so

09:40.150 --> 09:44.620

being able to switch those words around or at
least think about like what does that mean?

09:44.630 --> 09:48.180

Like how do I actually engage in that?
I think it's really powerful.

09:48.190 --> 09:51.730

Yeah, I love exactly what you said.
Shari Okay,

09:51.730 --> 09:54.940

we'll use this term for now.
But let's come up with the term at the end of

09:54.940 --> 09:58.449

this will have a different word.
I love it because we really don't want to send

09:58.449 --> 10:04.789

a message that what we're reinforcing
recommending is managing people as if like

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10:04.799 --> 10:08.729

we're manipulating the situation.

That's absolutely not the message,

10:08.739 --> 10:12.679

Not a good thing to do.

It will go south real fast.

10:12.679 --> 10:14.959

Right?

Instead, I really like what you had to say

10:14.959 --> 10:19.369

about relationship building.

That is exactly part of how I see this,

10:19.369 --> 10:23.019

right?

So developing healthy trusting relationships at

10:23.019 --> 10:27.148

work is a tool street.

And even when there's a power differential,

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10:27.158 --> 10:29.928

right?

I mean think about other power differential

10:29.928 --> 10:34.828

situations whether it's like a therapist and
patient, a parent and child,

10:34.838 --> 10:39.918

any kind of relationship, even when there's a
power differential is still a two way street

10:39.928 --> 10:45.128

and you still need a healthy trusting
relationship where you're helping each other.

10:45.128 --> 10:48.828

Right?

So when we think about that, I also think about

10:48.838 --> 10:55.480

leaders are people too leaders were once not
leaders, right?

10:55.490 --> 11:00.400

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So they still have their own personal baggage
triggers.

11:00.410 --> 11:04.560

Strong reactions, personal style, just like
everybody else,

11:04.560 --> 11:10.120

they're nothing special except that they are
now in a position of decision making and a

11:10.120 --> 11:14.160

higher level responsibility or scope and when
you think about it that way,

11:14.170 --> 11:18.240

understanding that they have their own
stressors, their own burdens.

11:18.250 --> 11:23.170

It starts helping you think about managing up
which we're not going to use at the end of the

11:23.170 --> 11:30.010

session as more like relationship and empathy

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building for what is it that I can help

11:30.010 --> 11:35.660

here to support the work that we're doing in a way that eases the outcome.

11:35.670 --> 11:41.410

That makes it easier for me and for my leader and for other people around me be part of the

11:41.410 --> 11:46.350

solution.

And so it's it's basically moving away from

11:46.370 --> 11:51.000

what we often think of as an adversarial role between us and a leader.

11:51.010 --> 11:53.960

Like if we don't like what they're doing now, it's adversarial,

11:53.960 --> 11:58.640

we're going to butt heads or moving out of this expectation that we're always supposed to

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11:58.640 --> 12:05.420

receive, receive, receive and moving into how
can we be giving listening

12:05.430 --> 12:10.560

understanding and helping.

So we're all on the same side working towards

12:10.560 --> 12:15.710

the same goals for sure.

I love those paradigm shifts from receiving,

12:15.710 --> 12:22.620

receiving, receiving to partnering to receiving
and giving the reciprocity in a

12:22.620 --> 12:28.950

relationship between you and your supervisor
and I think it's often this process of

12:28.950 --> 12:35.010

influencing in this process of engaging and
it's hard to know where to start or even what

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12:35.010 --> 12:40.410

tactics to focus on and I think you've given some really great ones to start to bring in.

12:40.570 --> 12:47.090

I'm curious to know where you would or how you would encourage a leader to begin this process.

12:47.100 --> 12:52.970

Yeah.

So the first is listen, observe, pay attention

12:52.980 --> 12:56.420

closely.

A lot of people come at leaders with an awful

12:56.420 --> 13:00.110

lot of assumptions and they think they have all of the information.

13:00.120 --> 13:05.040

It's rare if you haven't been in all of the committees and rooms and decision making

13:05.050 --> 13:08.380

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situations, it's likely you're missing some pieces of information.

13:08.390 --> 13:15.000

So take a step back and listen closely to how leaders talk about their pain points,

13:15.010 --> 13:18.080

what their struggles are, what they're stressed out about,

13:18.080 --> 13:22.790

what they're concerned about, what they're watching, what they're tracking and also what

13:22.790 --> 13:27.969

they're driven by what is it that their track looking closely because it's so important to

13:27.969 --> 13:33.509

the organization or the outcomes or results and start thinking about what is my role in this?

13:33.519 --> 13:40.069

What is my responsibility or what can I bring

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to this that can either alleviate some of

13:40.069 --> 13:46.119

that or enhance or add to some of that.

Yeah, as you were talking,

13:46.119 --> 13:51.959

mira, what came to my mind instantly was the
word Grace being able to

13:51.969 --> 13:58.628

gracefully think about leaders as people and
and when we begin to to see the

13:58.628 --> 14:04.648

humanity and those around us, it allows us to
to listen instead of to react.

14:04.658 --> 14:10.518

It allows us to slow down and say where might
they be struggling,

14:10.518 --> 14:16.058

Where might they not have all the information
or need to need more time to get more

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14:16.058 --> 14:22.068

information and it just allows us to enter it
and enter those relationships with a little

14:22.087 --> 14:28.467

more grace again, moving from that receiving
receiving and the reciprocity that comes along

14:28.467 --> 14:31.727

with that and I'll add something to that grace.
So you know,

14:31.737 --> 14:38.647

I was an employee and still am okay.
I'm a consultant now but I was also a leader.

14:38.647 --> 14:44.797

So I've had a chance to see things from
multiple angles and when I was a leader,

14:44.807 --> 14:51.616

I do remember it is it's hard to be a leader
and try to meet every single

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14:51.616 --> 14:53.166

person's needs.

That's impossible.

14:53.166 --> 14:57.286

I can't be all things to all people right.

Sometimes it's hard to make decisions because

14:57.286 --> 15:01.076

there's too many variables and things coming at
you a million miles an hour.

15:01.086 --> 15:04.656

It's lonely.

It's hard to trust people sometimes because

15:04.656 --> 15:10.676

people don't always have the best intentions.

They're trying to either get you know close to

15:10.676 --> 15:17.546

you for all the wrong reasons or they're trying
to catch you in the act of doing wrong or all

15:17.546 --> 15:21.575

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kinds of.

So it's hard to find people that you can rely

15:21.575 --> 15:26.655

on and believe in and when you find those
people it's so,

15:26.665 --> 15:32.625

so valuable and when people were really good at
managing up to me,

15:32.635 --> 15:39.025

I appreciated it.

I wanted them to help me be better as a leader.

15:39.035 --> 15:43.115

As long as the approach, the approach was there
with good intention,

15:43.125 --> 15:47.784

I would invite it.

There are times that the the approach would

15:47.784 --> 15:54.754

send me away and the content was good, but the

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approach would not be

15:54.754 --> 15:59.944

helpful and so that's a different situation.

But when it comes to just like the experience

15:59.944 --> 16:05.854

of what it's like to be a human in a leadership position, I appreciated when people had the

16:05.854 --> 16:11.564

grace and empathy that you're talking about.

Certainly I love that perspective of being able

16:11.564 --> 16:16.133

to hold all of those different roles.

So being able to know what it feels like to be

16:16.133 --> 16:19.803

a leader, to understand what it feels like to be an employee,

16:19.803 --> 16:25.943

a consultant and a coach, all of these different points of knowledge from those points

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16:25.943 --> 16:29.103

of knowledge.

Where did you see some mistakes or what

16:29.103 --> 16:34.723

mistakes have you noticed leaders or employees
making when attempting to manage up in their

16:34.723 --> 16:37.803

workplace?

Yeah, so I did I did mention, you know,

16:37.803 --> 16:43.930

the approach makes a difference, right?

So pulling from my past experience telling

16:43.930 --> 16:46.550

before listening is a big one.

All right?

16:46.560 --> 16:51.740

And I've done this several times.

Like, this is my weak point and I'm constantly

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16:51.740 --> 16:57.490

holding myself back as well.

There are times when I want to tell and then

16:57.490 --> 17:03.190

I'm like, no, that's not helpful, vera it's

usually like when we're at our worst right?

17:03.190 --> 17:09.400

Where I stressed out and we just want to tell.

Um but telling before listening another one is

17:09.410 --> 17:15.360

and it's it's kind of really, but like

believing, you know better and refusing to let

17:15.360 --> 17:20.650

go of that assumption, not, you know, not

taking in more information and persisting in

17:20.650 --> 17:24.700

that way.

Another and I've had this happen several times

17:24.710 --> 17:31.410

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where I can tell this really bugs me personally.

It is constantly questioning and

17:31.410 --> 17:38.130

criticizing and especially doing this in public.

That's a quick way to lose trust by your leader

17:38.130 --> 17:43.440

in europe to have good timing and especially
consistently derail if you're derailing

17:43.440 --> 17:48.640

meetings with the constant criticisms and
questions and those kinds of things.

17:48.650 --> 17:53.670

It's just bad timing and excessive persistence
that even again,

17:53.680 --> 17:59.240

if you have the right intention, the right
information, you have to think about pacing and

17:59.240 --> 18:04.800

timing and identifying the right windows of

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opportunity for it to be receptive.

18:04.800 --> 18:11.390

You know, you mention manipulating for sure you
can catch that easily and it

18:11.390 --> 18:16.940

feels bad, it feels bad.

There's another like interesting kind of

18:16.950 --> 18:23.570

opposite end of the spectrum which is sucking
up or hiding the truth to protect your

18:23.570 --> 18:28.560

boss, right?

Some people try so hard to over protect their

18:28.560 --> 18:32.940

boss that actually you lose trust.

That's not managing up.

18:32.950 --> 18:39.630

That that is, it's almost um like a reverse
paternalism or

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18:39.630 --> 18:43.060

something like that.

That's a great distinction because I think that

18:43.060 --> 18:49.150

can be really misconstrued, right?

I'm protecting I am there to in a sense,

18:49.150 --> 18:54.680

shield my leader and that could be a detriment
to the relationship,

18:54.680 --> 18:57.930

the trust that is built within that
relationship.

18:57.940 --> 19:04.910

Those are some awesome examples that I think
we've all either experienced been at

19:04.920 --> 19:11.040

the side of actually doing some of those things
or we've noticed those around us doing some of

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19:11.040 --> 19:15.640

those things and I like the point that you
bring with the intent.

19:15.650 --> 19:21.290

Maybe there to build these relationships, but
the importance of the approach,

19:21.290 --> 19:27.290

the importance of what is it actually leaving
with your manager with your

19:27.290 --> 19:28.420

supervisor?

19:28.650 --> 19:33.960

If you find people or if you find yourself in
these situations where you're making some of

19:33.960 --> 19:37.000

these mistakes or maybe you have made some of
these mistakes,

19:37.000 --> 19:41.150

because we can't avoid mistakes.

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That's the whole route of this podcast.

19:41.160 --> 19:46.850

How would you suggest or encourage someone to rebound from these mistakes?

19:46.860 --> 19:51.940

Great question.

So one takes some level of self awareness,

19:51.950 --> 19:58.690

like assess what just happened after I try to give feedback or tried to attempt to

19:58.700 --> 20:03.660

help wasn't well received or was it not well received and if it wasn't well received,

20:03.670 --> 20:08.920

why you won't always know, but if it keeps happening consistently and it's across people,

20:08.920 --> 20:15.470

not just one person, um usually that's a sign that you've got to really dig into what,

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20:15.470 --> 20:19.150

what is it about my approach.

One of the things that I noticed sometimes

20:19.150 --> 20:25.230

people sort of get confused about maybe to
share an analogy,

20:25.230 --> 20:32.040

Let's try an analogy, you're on a boat, right?

Your leader is the captain and they're trying

20:32.040 --> 20:36.960

to steer, are you the person who is constantly
harping on,

20:36.960 --> 20:41.000

you're doing it wrong and I know the right way,
but I'm not going to help you.

20:41.010 --> 20:46.770

I'm just going to tell you or are you the
person who's looking around trying to find it

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20:46.780 --> 20:52.890

or trying to take some responsibility.

Not externalize blame but be part of the team

20:52.900 --> 20:56.600

to get you out of that troubled water, Which
are you going to be?

20:56.610 --> 20:58.650

Which are you going to be that point of
decision?

20:58.650 --> 21:03.230

That point of decision.

Sometimes we lose that point of decision

21:03.240 --> 21:06.730

because we just react.

We don't ask ourselves that very important

21:06.730 --> 21:08.620

question.

Which one are you going to be?

21:08.630 --> 21:13.160

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Which one are you going to be?

And I love that idea of having that point of

21:13.160 --> 21:16.800

decision and and saying how do I build the
relationship?

21:16.810 --> 21:19.820

Is it by telling?

Is it by grabbing an oar?

21:19.830 --> 21:23.380

Is it by, you know, grabbing the compass?

Like what is it?

21:23.390 --> 21:25.990

And what might it look like? Yeah.

And you know,

21:25.990 --> 21:32.050

I've been in situations where people have
managed up and and I did not receive it well

21:32.060 --> 21:36.750

and they saw and they came back to me and they

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said, I'm sorry,

21:36.760 --> 21:43.660

it's clear that I made some assumptions or that
I really may not have gone

21:43.660 --> 21:47.510

about this in the right way.
My intention was this.

21:47.520 --> 21:52.160

And I would really like to help.
And is there a way that I can partner with you

21:52.170 --> 21:56.540

And then once they do that, I'm like, thank you
now we can have a conversation,

21:56.550 --> 21:58.930

right?
We're calling it to the carpet, right?

21:58.930 --> 22:04.120

We're calling a thing a thing at that point
that honesty that comes along with that

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22:04.120 --> 22:09.850

relationship building of saying, I kind of noticed that I didn't do this in the best way.

22:09.850 --> 22:15.190

I didn't have the best approach or it didn't fall how I intended it to fall.

22:15.200 --> 22:21.700

And then the partnership starts, how do we together create the bridge to be able to to

22:21.700 --> 22:26.520

mend this to rebound from this and I have to tell you that when that happens,

22:26.530 --> 22:32.770

I also learn from them.

It's good role modeling for me as a leader when

22:32.770 --> 22:35.980

when other people can do that and demonstrate self awareness.

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22:35.980 --> 22:40.020

Not only does it make me feel like I feel like
I could trust them now because they have some

22:40.020 --> 22:44.320

self awareness into what just happened, but it
reminds me,

22:44.330 --> 22:47.700

wow, this is really impressive.
I should be doing this too.

22:47.710 --> 22:54.120

Like I really like that only as in any
relationship when we bring in that authenticity

22:54.120 --> 22:56.920

and that honesty and that trust both people
gained.

22:56.920 --> 23:02.500

And I think sometimes we think about managing
up, we think about it as solely our gain as we

23:02.500 --> 23:07.600

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are managing our supervisors.

But being able to have that reciprocity allows

23:07.600 --> 23:11.150

for both people to gain in the situation.

That's a great point.

23:11.160 --> 23:15.670

Great.

Now I'm realizing also we talked about like

23:15.670 --> 23:19.120

personal self awareness of what is going on for
you, right?

23:19.130 --> 23:25.970

The next step is trying to understand other
people and their styles and

23:25.980 --> 23:30.970

that not everybody's like you and not everybody
is going to react in the same ways or have the

23:30.970 --> 23:36.400

same trigger points or that kind of thing.

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So take something as simple as introversion,

23:36.400 --> 23:40.440

extroversion, right?

Let's say I I'm really extroverted.

23:40.440 --> 23:46.720

I like to talk and talk and talk and think
through and um my boss is introverted and they

23:46.720 --> 23:52.580

have the door closed all the time and they want
to think a lot and I feel left out and I feel

23:52.580 --> 23:54.000

shut out.

Who is that about?

23:54.010 --> 23:57.480

Is it about me?

Is it about them or is it just our styles and

23:57.480 --> 24:01.340

and we just sort of respect our styles but like
understand each other,

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24:01.470 --> 24:06.590

understand each other and still ask that
question, How do we still get in this

24:06.590 --> 24:11.290

relationship?

How do we still receive our needs being met by

24:11.300 --> 24:14.080

understanding?

By communicating?

24:14.090 --> 24:19.940

By actually assembling some of that trust that
we could have with one another.

24:20.370 --> 24:25.170

That's a great, great, great idea of saying
let's move beyond first the stop is self

24:25.170 --> 24:31.570

awareness and then moving beyond that and kind
of generating some awareness around who is on

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24:31.570 --> 24:35.080

the other side of you.

Nice, nice.

24:35.090 --> 24:40.390

One question that I have mira is when we think about these considerations,

24:40.390 --> 24:45.180

when we think about things that um some of the great tactics that you've talked about for

24:45.180 --> 24:50.970

leaders, Are there any additional considerations that leaders who might be

24:50.970 --> 24:54.730

marginalized?

So women leaders, leaders of color that they

24:54.730 --> 24:57.850

may need to carry when thinking about managing up.

24:57.860 --> 25:02.250

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That is a great question.

And yeah, I mean of course you want to start

25:02.250 --> 25:04.640

with the basics that we've already talked about,
right?

25:04.650 --> 25:07.210

We always roll model, what we want to see in
others.

25:07.220 --> 25:11.950

We want to see empathy, we want to role model
empathy, We want to see care and respect and

25:11.950 --> 25:14.110

compassion.

We want to come at it with that.

25:14.120 --> 25:20.700

However, there is a unique perspective that
marginalized leaders are in a great position to

25:20.700 --> 25:26.290

be able to help other leaders who may be

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missing um

25:26.300 --> 25:32.950

important, you know, things so leaders do not
like when they're blindsided

25:32.960 --> 25:38.550

and they don't like having blind spots, you
know, they want to know the information they

25:38.550 --> 25:43.370

want to know like what am I missing, right?
So when you think about that and you think

25:43.370 --> 25:50.360

about if you are a marginalized leader, you can
provide information about those blind spots to

25:50.360 --> 25:56.150

leaders who might be missing something and
again you want to approach it with a level of

25:56.150 --> 26:00.330

understanding and intent and all of that.

But examples could include,

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26:00.340 --> 26:06.650

hey, I just saw, you know, the draft version of
your presentation and as I'm thinking about

26:06.660 --> 26:10.000

sort of the message I I assume you want to send,
you know,

26:10.010 --> 26:15.980

this one slide might send the wrong message
that you don't intend about nepotism or about

26:15.980 --> 26:21.940

fairness, can we is there a way that we can
tweak this so that we're not sort of

26:21.940 --> 26:26.950

marginalizing other people or something like
that and that is joining them in helping them

26:26.950 --> 26:33.900

avoid a major failure with other people right,
It's not coming in hot

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26:33.900 --> 26:38.620

saying, hey, let me tell you how you did this wrong and tell you how you can do it right.

26:38.640 --> 26:43.540

But really like you said, joining together and saying, hey,

26:43.540 --> 26:50.040

how can we make sure that we are on the path that we are aligned with our values and where

26:50.040 --> 26:56.010

we stand as a team, as a company?

And I often when I was in this role again as

26:56.020 --> 27:01.560

both a leader, but also someone who was managing up too high your level leaders,

27:01.570 --> 27:08.170

I was always thinking about a couple of very high level big values.

27:08.180 --> 27:12.750

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So fairness was the big thing.

Equity was a big thing and like you said,

27:12.750 --> 27:17.000

I wouldn't come in hot, but I would say, you
know, if we make this decision,

27:17.000 --> 27:21.920

can we just think through the implications?
Is anyone going to be left out?

27:21.930 --> 27:26.410

What is the precedent we're setting here?
Is there a precedent that we're setting where

27:26.420 --> 27:30.080

some people will all of a sudden have access
and other people won't.

27:30.080 --> 27:32.430

Is that something that we want to be doing?
So?

27:32.430 --> 27:39.220

It is, it's not interrogating or criticizing it

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is let's

27:39.230 --> 27:44.350

together explore and make sure we're being
inclusive in our leadership?

27:44.350 --> 27:47.380

How can I help you do that?

Great example?

27:47.390 --> 27:54.280

Great example because I think sometimes when we
talk about this and being able to have the

27:54.290 --> 27:58.820

intentional approach, it can sometimes feel as
though we're saying well you gotta water

27:58.820 --> 28:05.390

everything down right or you have to placate
individuals and I like the idea of saying like

28:05.390 --> 28:12.340

no, you can still bring forward concerns or
things that you might see in a way that is

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28:12.350 --> 28:17.160

truthful and and still carry some
intentionality behind it.

28:17.170 --> 28:24.050

Still carry the importance of relationship
building and partnership and joining along.

28:24.440 --> 28:31.170

I mean I like to start with you know the
message to my leaders that I

28:31.170 --> 28:35.530

respect and trust, they're going to do the
right thing if they have the information and if

28:35.530 --> 28:41.680

I can share that information and work with them,
I will trust and respect them and then then

28:41.690 --> 28:46.610

then they show whether they can or cannot, you
know, I mean it's up to them to write,

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28:46.620 --> 28:51.280

there's only so much you can do so like of
course there are situations for marginalized

28:51.280 --> 28:55.550

leaders when they've tried these kinds of
things and it doesn't work out and then I

28:55.550 --> 28:59.310

wouldn't want to put too much burden on them
educating and educating,

28:59.310 --> 29:03.100

you know that that part is not fair.
And then of course you want to sort of like

29:03.100 --> 29:10.000

think about a very different approach, but that
is where I would start certainly I like

29:10.000 --> 29:15.850

this idea of assuming positive intent from the
beginning, we assume positive intent and then

29:15.850 --> 29:18.950

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we see where it goes from there, right and we
are just as needed.

29:18.960 --> 29:24.220

But assuming that positive intent from our
supervisors is really important.

29:24.230 --> 29:28.780

Well, Mirror, we have come to the end of our
episode.

29:28.780 --> 29:33.430

So before we play our game of word association.
I know we said we were going to come up with a

29:33.430 --> 29:34.550

new term.

29:35.400 --> 29:39.040

Here we go.

Using those words stops here and we're going to

29:39.040 --> 29:45.910

come up with this amazing term that you know,
everyone's going to start using now with

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29:46.330 --> 29:47.740

me.

29:49.140 --> 29:55.160

So I think I came up with the first part and I
am a huge like marvel fan.

29:55.160 --> 29:59.800

So I'm all about assembling the troops were
assembling, you know,

29:59.800 --> 30:03.190

the superheroes here.

But the assembling part,

30:03.200 --> 30:08.920

the were coming together and we're assembling
partnership or we're assembling some sort of

30:08.920 --> 30:14.460

joining is something that continues to come to
mind for me as we've been talking about.

30:14.870 --> 30:18.040

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I love that.

And and joining really speaks to me is

30:18.040 --> 30:24.040

something that I think a lot about when I think
the best way to collaborate with in any

30:24.040 --> 30:28.710

situation whether that's with again with a
patient, a child,

30:28.710 --> 30:34.210

a grandparent, uh you know, and and a leader
and somebody from a different department who is

30:34.210 --> 30:39.260

in a different field, whatever that is.

I think about how can I join them,

30:39.260 --> 30:46.170

what our combined interests and let me not let
me walk around the table

30:46.170 --> 30:49.490

and not sit across from them but try to sit

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next to them at the table.

30:49.510 --> 30:55.380

Yeah, great analogy.

Great picture sitting next to your managers or

30:55.380 --> 31:02.230

supervisors joining upward. Right.

It's like how do we join upward?

31:02.240 --> 31:04.060

I like that term.

31:04.350 --> 31:09.060

Okay, well let's see if it's see if it's six,

we're joining up for it.

31:09.060 --> 31:15.820

Everyone has been such a pleasure to have this
conversation to

31:15.830 --> 31:20.300

broach the conversation because there's so many
other things that we could talk about it.

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31:20.310 --> 31:24.460

It's yeah, it's been super fun and I'm sure we
could have like literally another two hours

31:24.460 --> 31:25.580

just to talk about this.

Right?

31:25.590 --> 31:32.370

Talk about joining effort right before we go.

I love playing word association

31:32.370 --> 31:37.580

and you are well familiar with that, I'm sure.

And so I'm going to give you a word or phrase

31:37.590 --> 31:43.390

and I'd like for you to just say your first

thoughts that come along with that.

31:43.400 --> 31:46.870

Okay, alright, alright.

First phrases.

31:46.880 --> 31:53.750

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Executive sponsorship, support, nice support.

The next phrase was going to be managing

31:53.750 --> 31:57.010

up, but now we're going to say joining join.

31:57.820 --> 32:00.870

Mm hmm. Yeah.

Oh yeah.

32:00.880 --> 32:05.560

Care and accountability.

I love that you brought that into like we're

32:05.560 --> 32:10.550

also holding our leaders accountable in ways
but we're doing it in a way that continues and

32:10.550 --> 32:16.470

sustains the relationship certainly.

And lastly audacity to fail.

32:16.480 --> 32:20.340

Audacity to fail.

I want to see multiple words here.

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32:20.350 --> 32:23.880

Yes, please phrases.

I give you a phrase.

32:23.880 --> 32:26.290

You can give one back smart ways to learn.

32:26.730 --> 32:33.380

Mm smart ways to learn. Yes.

When we're again like this could go on and on

32:33.380 --> 32:39.840

and on and I love the comments that you brought
in the practical

32:39.850 --> 32:44.180

tactics that you brought in for leaders.

I think it's something that as consultants,

32:44.180 --> 32:49.800

we talk about all the time and were often you
know, thinking about it and trying to figure

32:49.800 --> 32:54.050

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out how we can bring it to leaders in a
tangible packaged way.

32:54.060 --> 33:00.140

And and I love what you brought to the episode
today, our inaugural episode of consultant

33:00.140 --> 33:04.210

connection.

Thank you so much for taking some time and

33:04.210 --> 33:08.630

bringing some amazing knowledge for our leaders
here in our enterprise.

33:08.640 --> 33:10.850

Absolutely, it was super fun.

Thank you for having me.

33:10.860 --> 33:16.370

So we've come to the end of another great
episode of the audacity to fail podcast.

33:16.380 --> 33:20.910

Thank you for tuning in to learn how missteps

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can Lead to growth and success.

33:20.920 --> 33:25.800

Be sure to check out the key lessons in the
show notes for a refresher to request services

33:25.800 --> 33:30.530

from the National Center for Organization
Development Check out our website also lengthen

33:30.530 --> 33:34.440

the show notes.

Remember if you missed the target 100 times,

33:34.450 --> 33:38.920

you have not failed.

Instead, you've simply found 100 strategies

33:38.930 --> 33:43.790

that did not work, be well and continue to fail
forward until next time.

33:43.800 --> 33:44.190

Thank