

# Group Exercise

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### Individual Thinking

For the first 5 minutes, refer back to the personal reflections from the first two talks where you thought about a time when you managed up and the core needs that drive you to your manager.

Put those answers together and think about:

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

### Round Robin

Use the next 10 minutes to share something about what you discovered in the individual thinking section.

Depending on your level of comfort in the room, you may share:

- You or your team's core needs.
- The reasons why you most often manage up.
- What you think could lay the groundwork for a better and more trusting relationship with your manager.

### Group Discussion

For the next 25 minutes, discuss any changes your organization needs to go through to improve managing up:

- 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

Use these last 5 minutes to think about what you heard from somebody else today - in the talks or in the conversations you just shared:

- What will you take away from that conversation?
- How will you action this?

