

# Managing Up, Across and Down

## Martha Johnson, President, ACP

### Managing Up

- Recognize that senior people shoulder enterprise expectations
- Perform against results
- Show “can-do” attitude, take initiative
- Be prompt with assignments, don’t gripe
- Assume responsibility for your own career development. Avoid dependency.
- “Yell Up” – in certain circumstances (values, integrity, enterprise impact)

### Managing Across

- Recognize that you live and die through others
- Collaborate, listen, support
- Share the glory
- Understand how to read the room
- Do your part and then some – think 60/60 partnerships (not 50/50)
- Let people know you appreciate feedback

### Managing Down

- Recognize it is about growing talent and getting results
- Aggressively invite open dialogue.
- Be even-handed, fair
- Be clear in assignments, maturing people from “this is how to do it” to “this is the result we want”
- Reward and recognize results, say thank you
- Park your ego, shelve your war-stories
- Listen, listen, listen