

# Managing Up/Sideways/Across the Institution

CASE D1 Conference  
January 31, 2013  
Westin Hotel  
Boston, Massachusetts

# Managing...

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- The process of consciously working with our boss to obtain the best possible results for you, your boss and your organization.
- This is not political maneuvering. Rather it is a deliberate effort to bring understanding and cooperation to a relationship between individuals who often have different perspective.

# Overview of Session

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Welcome and  
Introductions

Conversation with Vice  
Presidents

Management Situation

Management Review

Managing Oneself: Some  
Tips

Lessons Learned

Questions and Answers

# Managing Oneself

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- ***What are your strengths?***

- Gained through feedback analysis
- Work on improving your strengths
- Discover where your intellectual arrogance is disabling and overcome

- ***How do I perform?***

- Much of your personality
- Am I a reader or listener?
- How do I learn?

# Managing Oneself

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- ***What are my values?***

- Ethical stances
- Values in life and work

- ***Where do I belong?***

- Type and size of organization
- Can transform into outstanding professional and performer

# Managing Oneself

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- ***What should I contribute?***
- What does the situation require
- Given my strengths, values and performance, how can I make the greatest contribution?
- What results have to be achieved to make a difference?

# Managing Oneself

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- ***Responsibility for Relationships***
- Others as much an individual as you: your boss, your co-workers
- Responsible for communications: ask, advise, collaborate, etc.

# Conversation with Vice Presidents

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- Tracy Barlock, Vice President for and Development and Alumni Relations, College of the Holy Cross
- Sarah Pearson, Vice President for College Advancement, Bates College
- Cynthia Woolbright, former Vice President, Hollins University



# Management Revisited

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**Selected management scenarios**

# Lessons Learned

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- People are the only thing that matters and the only thing you should think about, worrying about, focusing on, questioning the value of, and the only thing that matters, because when that part is right, everything else works.
- Learn most from discussions that are more reflective or relaxed; absorb the wisdom.

# More Lessons Learned

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- Listen to my instincts.
- Real happiness comes from striving to do something that isn't easy and then succeeding in doing it.
- Celebrate your success and go do something fun!
- Treat everyone the same.
- Trust people.

# More Lessons Learned

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- Leverage yourself.
- Delegate responsibility to people.
- Stick to the facts, be honest, develop solid opinions and demonstrate good judgment.

Finally: Know the rules of engagement.

From: HBR, January 2005, Managing Oneself (Peter Drucker) and The Best Advice I Got (Daisy Wademan)

# Contact Information

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