The ART of Managing Up and Down for Volunteer Managers
One word to describe your favorite boss?

One word to describe your least favorite boss?
At Today’s Presentation

- Definitions
- **Who** are you, your organization, your boss and your CEO
- **What Managing Up/Down** means to you, your organization, your boss and your CEO
- Action Items
What is this managing up and down thing all about?

- A Leadership Style
- A Follower Style
- Communications Style
- Making Yourself Valuable
- Making Yourself Indispensable
- A Plan for Success
- A Plan for Failure
- An Attitude Adjustment
- Survival Tactic
- Just Office Politics
Manage Up \textit{[man-ij uhp]}, Verb (informal) to build a successful working relationship with a superior, manager or employer.

Manage Down \textit{[man-ij doun]}, Verb (informal) to build a successful working relationship with employees (paid) and volunteers (unpaid)
Volunteer Managers Are Asked to Both Manage Up and Manage Down at the same time.
The First Step is Self-Reflection

- What do **you** need to **succeed**?
- What happens to you when you **fail**?
- When do you ask for what you **need/want**?
- **What does feedback** look like to you?
- **How does feedback** feel to you?
“Everyone has an agenda. Once you understand that person’s agenda, your life can become easier and maybe more manageable, too!”
SURPRISE!

You’re boss is never going to change.
Everyone has a boss.

- Hot buttons?
- Communications preferences?
- Do you talk in the positive or negative?
- How do you communicate success/failures?
- Are you asking questions/seeking feedback?
- Can you can take something off your boss’ plate?
Volunteer managers are bosses, too.

• Skills you *have* to manage your team?
• Skills you *need* to manage your team?
• What do you do when you see success?
• What do you do when you see failure?
While facing a management challenge up or down.

Ask 6 Questions

1. Define the problem (be concise!)
2. Who is the source?
3. What direction have you given?
4. Who is your boss for this issue?
5. What is their agenda?
6. Who/what will it impact within your organization?
What does everyone else in your organization think about volunteers, too?
Are You Making Everyone “Volunteer Smart”?

You are the holder of knowledge about volunteers.

Be smart:
Know your stats. Share your stats. Advocate.

♦ number of volunteers ♦ average tenure ♦ length of longest serving volunteers ♦
 a story of impact ♦ percentage of organization’s work done by volunteers ♦

What stats do you collect?
The first step to become a volunteer at my organization is to connect with me.
Who is Your Volunteerism Advocate?

- Supervisor?
- ED/CEO?
- Board Member?
- Donor?
Include leadership in the volunteer thank you process.
YOUR responsibilities whether managing up or down:

• Are you currently the best employee you can be?
• Recognize the value you bring to your boss/your organization?
• Are you the part of the organization’s bench strength?
• How do you best talk to your boss?
• Be prepared to have that managing up/managing down conversation?
Building the conversation:

**Managing Up**
- “Hi Boss.
- There is a problem.
- Implications
- Option One.
- Option Two.
- What do you think?
- Listen to feedback/negotiate response.
- Repeat agreed upon plan of action.
- E-mail write up plan of action.
- Update as appropriate.”

**Managing Down**
- “Hi valuable volunteer.
- There is a problem.
- Implications.
- Option One.
- Option Two.
- What do you think?
- Listen to feedback/negotiate response.
- Repeat agreed upon plan of action.
- E-mail write up plan of action.
- Update as appropriate.”
Your Managing Up/ Managing Down Action Items

• Learn to lead. Pass it on.
• Learn to mentor. Pass it on.
• Support a committee. Got a volunteer advisory committee?
• Assist in preparing for a board meeting.
• Ask to attend a board meeting.
• Set Google Alerts for your key volunteer leaders.
Scenarios: Bringing Theory Into The Real World
STORY #1

In July, you will be holding your first ever Volunteer Recognition Day. It will be a luncheon for 25 people. Other than your volunteers, who else will you be inviting to attend and why. Who will you ask to speak to the volunteers?
STORY #2

The former Volunteer Manager of “The Show Must Go On Theater” used to read from the notebook at the podium for the 2+ hour volunteer orientation session. It was dull, dark, boring and awful. When you took over as the Manager of Volunteers 8 months ago, your revamped it all. You ran your annual usher orientation last week for the first time. It was a hit. You even got a standing ovation. How would you communicate this major overhaul with your boss?
STORY #3

The gala was over the weekend. It was a big success. A team of 30 volunteers staffed the registration table, the silent auction tables and the coat check. As the volunteer manager, I walked out of there very proud of my team. My boss felt...otherwise. I received an e-mail from her first thing Monday morning. “There were some major problems with your volunteers. I want to see you as soon as you arrive.” What would YOU do to prepare for this meeting?
Thank you and Let’s Move On to the Live Q&A!

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