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# MANAGING

# Up and Down

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# Managing DOWN

## When things are going right:

- There is no such thing as too much praise; don't wait until people come to you for resources
- Be sensitive to over-using people

# When things aren't going right :

- Hone in on the positive
  - Everyone does something right
- Try to get their perspective first
- Assume good will or misunderstanding
  - Don't back yourself into a corner

## If there IS a problem:

- Do NOT act (or e-mail) when you are angry
- Watch out for escalation
- It's YOUR responsibility to keep your cool

# Solving the problem:

- Be clear about your expectations
  - Explain why the change is needed for the greater good
- Reinforce any progress
  - Look out for negative reinforcement
- When possible, be kind

# Moving on --

- Let it go when it's over
  - It was never “personal”
  
- Remember he/she may be the next chair! (or Dean)

# Managing UP:

## Negotiating for Resources

- Come with great ideas!
- Lay a Foundation
- Be consistent over time
- Make clear the expected impact (esp. wrt college goals)

# Making the case:

- Keep it concise (one pager)
- Use data in your analysis if you can
- Stay away from “entitlement” arguments
- Be ready to compromise
- Bring partners (other units) to the table
- **Follow through with deliverables – build credibility**



# EXAMPLE: Faculty Searches

- How does the hire support the department's strategic plan?
- What are the broader impacts of hiring in this area?
- How might this leverage future funds?
- Know in detail how start-up is supported. Talk to other chairs!

# WORSE things to do

- This is absolutely essential  
-- now YOU do it!
- Things are horrible and terrible  
--- but DON'T change them

# BEST things to do:

- Come to meetings prepared
- Stay focused
- Keep on topic
- Only go to the dean when really needed
- Partner with Dean's HR People
- Develop a great relationship with the Dean's Assistant!