

2023-2024 TEAM SCIENCE SEMINAR SERIES SCHEDULE

Logistics: 10 one-hour sessions occur October 2022–July 2023 from 12–1 PM on the 1st Thursday of each month + 1 additional Thursday. A certificate of completion is offered through ITHS to those who attend 8 or more sessions (80%) & complete the session evaluations.

Date	Topic	Date	Topic
10/5/23	Introduction to the Team Science Seminar Series 2023-2024: Collaboration & Teamwork	3/7/2024	Engaging the Community
11/2/2023	Kicking-off a New Team	4/4/2024	Interdisciplinary Research Within the Appointment, Promotion and Tenure Processes
12/7/2023	Team Writing: Opportunities & Challenges	5/2/2024	Writing Teaming Plans for Grants
1/4/24	Tools for Collaboration	5/23/2024	Leadership: Managing Up and Delegation
2/1/2024	Promoting Psychological Safety at Workplaces: Speaking Up and Listening Skills	6/6/2024	Biases, Microaggressions, and Specific Challenges

Feedback

At the end of the seminar, a link to the feedback survey will be sent to the email address you used to register.

Non-registered participants can email Laurel Barchet at lah19@uw.edu for an evaluation link.

Session #9: Leadership: Managing up & Delegation

Presentation will begin at 12:00 PM (PT)



ITHS

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Career Development Series – Team Science Seminar Series 2023

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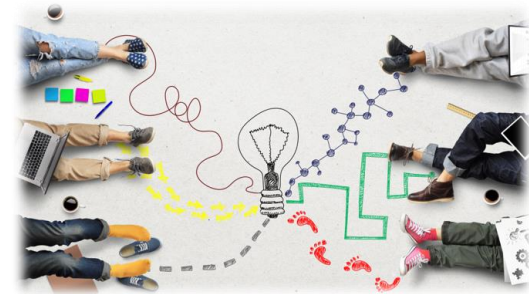
Director of Strategy & Deployment
Certified Executive Coach
MS Management Science
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Learning Objectives

AT THE END OF THE SEMINAR, PARTICIPANTS WILL BE ABLE TO:

1. Understand how you can lead at all levels.
2. Describe techniques for managing up.
3. Describe stages of delegation.



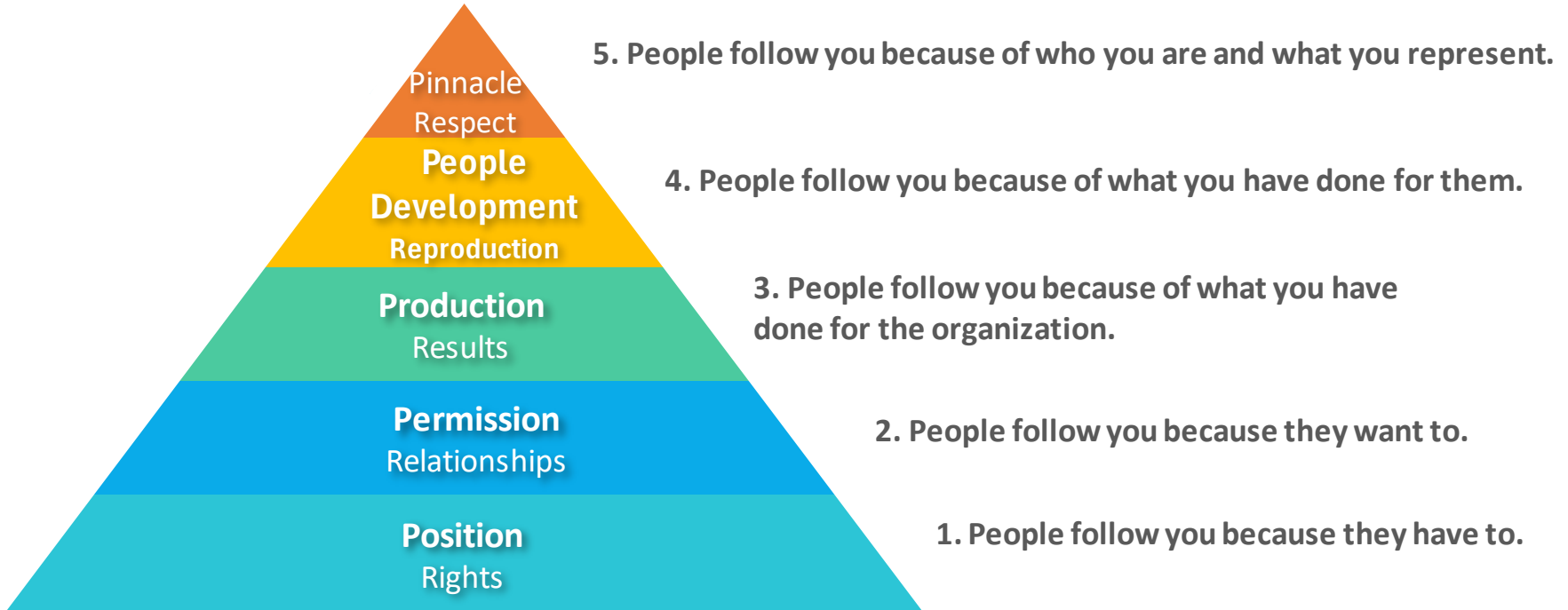
Leadership & Followership

- Leadership exists as part of a duality; leaders forge relationships with followers (Goffee and Jones, 2001)
- There can be no leaders without followers
- Followers are not empty vessels waiting to be led
- Why follow – 3 emotional responses?
 - Feeling of significance (you really matter)
 - Feeling of community (unity of purpose around work)
 - Feeling of excitement and challenge

Leading From All Levels

- Great Leadership comes down to two rules/Peter Anderton/TEDxDerby
- [Bing Videos](#)
- We are all leaders – leadership is not about position but about who you are
- Rule 1: It's not about you!
- Rule 2: It's only about you!

The 5 Levels of Leadership



Reference: Maxwell, John C. *Developing the Leader Within You*. Nelson Business, 2005.

Managing Up Definition from UC MERCED

- Managing your relationship
- Cultivating a productive working rapport
- Learning preferred management, communication styles and preferences
- Increasing your awareness of your own work and communication style and preferences
- Learning to be flexible and aligning the styles of you and your boss

Why Manage Up?



Career
Success



Organizational
Success



Job
Satisfaction



Research
Success

Tips to Managing Up

- Understand needs and preferences – get to know your boss
- Communicate effectively and timely – respect their time, show respect and curiosity, empathize
- Be proactive, anticipate needs – ask for clarity, be sure you understand what you are to do and why
- Broadcast your accomplishments
- Seek constructive criticism
- Problem solve
- Focus on solutions, not problems

Delegation

BENEFITS OF DELEGATION

1. More essential, less involved
2. Strategic focus to move to next level
3. Research moves forward faster
4. Able to share knowledge with more people
5. Develop talent

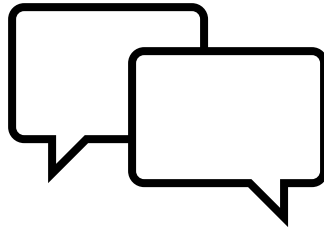


Delegation Process

1. **Big picture** - provide the "Why"
2. **Capabilities** - determine if you have the skills, knowledge, expertise, interest and ability to learn
3. **What are you asking?** - objectives, role, in/out of scope, define success
4. **"Who"** - Beneficial to career? Is it interesting to the person? Do they have the capacity?
5. **Follow up** - level and method of follow up, timing
6. **Evaluation** - what worked what didn't

Small Group Discussion

- What areas can you improve in managing up?
- What have been some of the stumbles in delegation (delegating to or receiving delegation)? How can they be improved?



Summary

1. Understand how you can lead at all levels.
2. Definition, reason and tips for managing up.
3. Delegation reasons and process.

Reference Materials

- <https://www.forbes.com/sites/carolinecastrillon/2023/08/27/how-to-succeed-at-work-by-managing-up/?sh=6d5f15217f54>
- <https://hr.ucmerced.edu/content/managing-what-it-and-why-do-it#:~:text=is%20managing%20up%3F-,Managing%20up%20IS%3A,and%20communication%20style%20and%20preferences>
- Blanchard, Ken, et al. *The One Minute Manager Meets the Monkey*. William Morrow Paperbacks, 2022

Reference Materials

- Maxwell, John C. *Developing the Leader Within You*. Nelson Business, 2005.
- Oncken III, William. *Monkey Business: Are You Controlling Events or Are Events Controlling You? Executive Excellence Pub; First Edition, 2000.*
- Sostrin, Jesse. “To Be a Great Leader, You Have to Learn How to Delegate Well.” *Harvard Business Review*, Harvard Business Review, 1 Apr. 2021, hbr.org/2017/10/to-be-a-great-leader-you-have-to-learn-how-to-delegate-well. Published April 10, 2017.

Reference Materials

- [The Essentials: Managing Up \(hbr.org\)](#) (Women at Work) Podcast
- [What Everyone Should Know About Managing Up \(hbr.org\)](#)
- Goffee R, Jones G. 2021. Followership: It's Personal, Too. Harvard Business Review.

Questions?



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