

# Managing Up and Down: Going Beyond CSR to Engage New Pros

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New Professionals  
Section

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# 85%

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of millennial managers worldwide have moved into management in the past five years.

— Ernst & Young

# Agenda

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- How New Pros Perceive Their Companies
- Strategies for Traditional and Upward Management Styles
- Case Study
- Conclusions & Questions

# What the Research Says About New Pros

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“Millennial communication professionals ... have strong values for **transparency, diversity, social responsibility, community** and connectivity.”

The Plank Center for Leadership in Public Relations, *Millennial Research Study*

# The M Word: Millennials

- Millennials born between 1980 – 1995 (maybe?)  
22 to 37 years old
- Nearly 90 million entering the workforce
- 40% of workforce by 2020



# So Who Are New Pros?

- In the workforce 0-5 years
- First day to first taste of middle management
- Millennials (but not all)

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# New Pros are valuable, right?

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1. Digital natives
2. Passionate about work
3. Desire to lead
4. Team-oriented
5. Civic and community minded

1. Self-centered
2. Impatient about growth
3. Low-risk oriented
4. Unrealistic expectations

# So What Would Keep New Pros in Your Company?



1. **Maintain Open & Positive Culture (64%)**
2. **Support work-life-social approach (62%)**
3. **Provide growth opportunities (62%)**
4. **Engage in socially-responsible programs (55%)**

# Traits of New Pros

- Working beyond 9-5 through technology
- Looking to lead
- Culture Connoisseurs

# Traits of New Pros part II

- **Ambitious**
- **Work is more than work**
- **Seeking mentors**

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# STRATEGIES TO MANAGING UP & DOWN

# ATTRACTING TALENT

[managing down]

- Show them the bigger picture
- Provide flexibility
- Keep job descriptions honest

# RETAINING TALENT

[managing down]

- Strive toward a diversified work environment
- Value and engage their feedback



# MAINTAINING OPEN DIALOGUE

[managing down]

- Provide insight on regular tasks and how they relate to organizational ones
- Will help align personal agendas to organizational agenda

# FORESIGHT

[managing up]

- Understand your manager
- Anticipate opportunities
- Manage your manager
- Manage time *with* your manager

# COMMUNICATE OFTEN

[*managing up*]

- ...when direction changes
- ...via channels your manager prefers
- ...especially early on

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# MAINTAIN PERSPECTIVE

[managing up]

- Your personal agenda vs. organizational agendas
- Mentorship board of directors

# Case Study: Social Engagement at Burson-Marsteller

# The Situation

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- National tension, workplace not engaging
- Four employees came to management with an idea

“We spend countless hours a day here, and we’re not really talking about it here. We’d like to have a forum in which we could talk about this.”

# The Solution

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- **Leadership got involved**
- **Coordinated with D&I**
- **Symposium: “Race and Policing in the U.S.”**
- **Cross-office engagement**

# Results

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- **Success across offices**
- **Sparked more discussion**
- **Launched a series of internal & external events**
- **Promoted the BM brand**



# Why it Worked

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- **D&I rubric** already in place
- **Culture** open to change and ideas
- **Proactive leaders** from top down
- **Listened** to employees and the world around them
- **Holistic** participation
- **Buy-in** from leaders *and* young pros
- **Client service** mindset

# Final Takeaways

- **Business case:** Advance your company and culture by engaging in social issues
- **Build relationships:** Both new pros and managers are people
- **New Pros:** Come to leadership w/ company goals, not personal agendas
- **Senior leaders:** Understand new pros want to talk, but may need guidance
- **Hiring:** ID leaders open to new ideas

# QUESTIONS?

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**#ASKNEWPROS**

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