

# The Management Chain: What New Professionals and Supervisors Need to Know

Tuesday, October 25, 2016, 8:00am  
PRSA ICON - Indianapolis #PRSAICON  
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#NPPRSA Twitter Chat

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New Professionals  
Section

**PRSA**

**NEWPROS.PRSA.ORG**  
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# 85%

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

— Ernst & Young

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<http://www.cnbc.com/2015/05/05/millennial-managers-struggle-for-work-life-balance.html>

# Agenda

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- How to Manage Up or Be Managed from Below
- New Pros and Their New Hires
- Managing Your First Account or Project and When to Give the Responsibility to a New Pros
- Questions

# How to Manage Up or Be Managed From Below

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“Success in any field, but especially in business, is about **working with people**, not against them.”

Keith Ferrazzi, *Never Eat Alone*

# The Communication Gap

- What is it?
- Why does it exist?
- How do we bridge the gap?





# Why does the Communication Gap exist?

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1. People are Different
2. Conflicting Information is Everywhere
3. Multitasking is Expected

# Managing the Differences

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LEAD BY EXAMPLE



1. **Ask.** Never assume.
2. **Embrace** differences and use them to fuel synergy and creativity.
3. **Learn** about your coworkers preferences.

# EXAMPLE

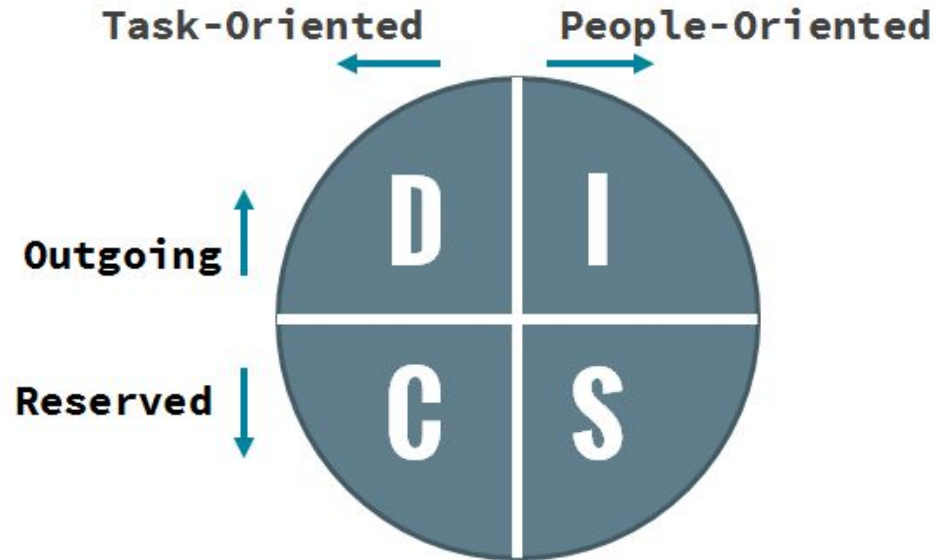
## Use Personality Tests to Enhance Internal Communications

**D**ominance

**I**nfluence

**S**teadiness

**C**onscientious



# DISC Personality Assessment

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**Dominance:** Initiates Activity, Innovative, Bottom-Line Organizer, Challenge-Oriented, Ask “What?”

**Influence:** Enthusiastic, Creative Problem-Solving, Motivates Others, Negotiates Conflicts, Ask “Who?”

**Steadiness:** Logical Thinker, Dependable, Patient, Empathetic, Ask “How?”

**Conscientious:** Maintains High Standards, Anchors Team to Reality, Comprehensive Problem-Solver, Ask “Why”

# How to Bridge the Communication Gap

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1. Make Time for **Meaningful Conversations**
2. **Recognize** and **Respect** Differences
3. Clarify and Manage Your **Expectations**

# DISC Personality Assessment

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## Dominance

Be Direct. Use Actionable Format.  
Display Urgency.

## Influence

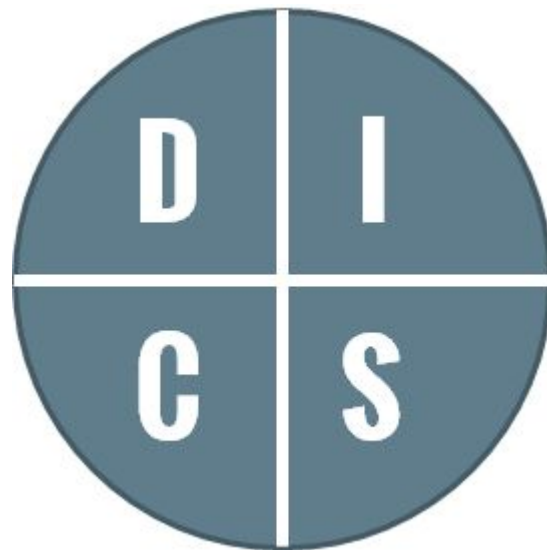
Mention the Long-Term. Use Little Detail.

## Steadiness

Personal Connection. Use their Name. Show  
Concern for People.

## Conscientious

Be Systematic. Have Back-Up Data. Have Alternatives.



# How to Manage Up



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<https://thumbs.dreamstime.com/x/project-organization-structure-steering-commi-29328050.jpg>

“You have to **be a leader** of  
one before you become a  
leader of many.”

Willie Jolley



# How to Manage Up

1. Clarify and Manage **Expectations**
2. Respect **Boundaries** and  
Style **Preferences**
3. Manage Your **Priorities**
4. Look for **Opportunities** to Lead



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“Leaders don’t wait for someone to guide them to where they need to be; they take a deep breath, roll up their sleeves, and **pursue the necessary action.**”

Lindsay Pollak

# How to Be Managed from Below



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[http://static1.squarespace.com/static/5143e0dce4b0e599fc67b164/t/5374223de4b000acb06808d1/1400119870126/100802\\_0ld\\_binoculars.jpg](http://static1.squarespace.com/static/5143e0dce4b0e599fc67b164/t/5374223de4b000acb06808d1/1400119870126/100802_0ld_binoculars.jpg)

# How to Be Managed from Below

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1. Make Time for Meaningful **Conversations**
2. Set Boundaries and Clarify Style **Preferences** and **Expectations**
3. **Know** Your Team
4. Look for Leadership **Opportunities**

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“Great leadership is the ability to  
**inspire and motivate** people to do  
what they don't think possible.”

Liam E. McGee, The Hartford

# NEW PROS AND THEIR NEW HIRES

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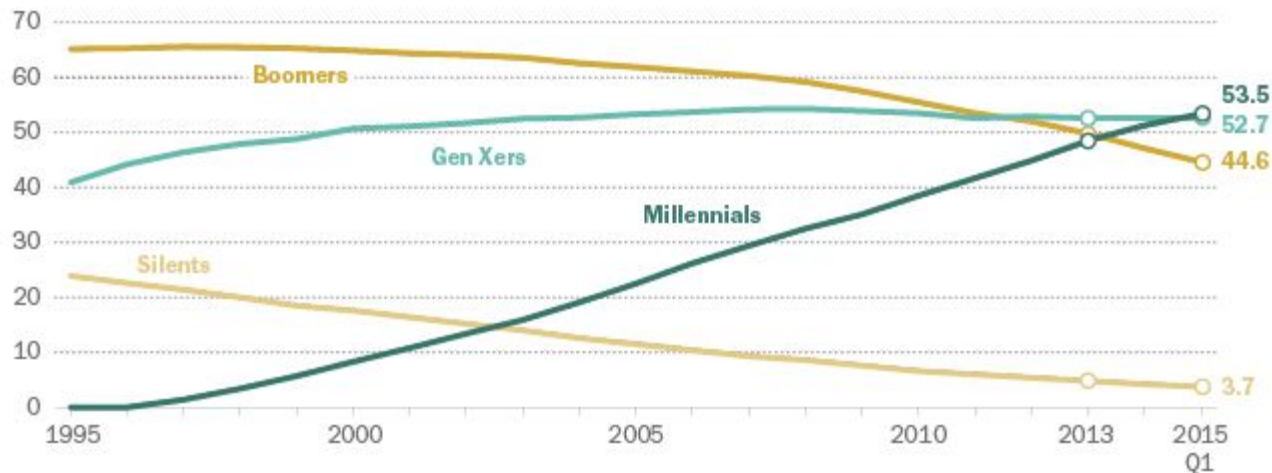
# THE LANDSCAPE

# MILLENNIALS

## In the Workforce

### U.S. Labor Force by Generation, 1995-2015

*In millions*



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

[Source: Pew Research Center. "Millennials surpass Gen Xers as the largest generation in U.S. labor force."](#)

(May 11, 2015)

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# MILLENNIALS

## Traits & Values

- Relationship-oriented
- Inspiring leader, not micro-manager
- Value workplace culture
- Strong entrepreneurial mindset
- Developing specialists

"Management is, above all,  
**a practice** where art, science,  
and craft meet."

Henry Mintzberg

# ARE THEY READY TO MANAGE?

- Who's the best fit?
- Growing & grooming
- Empower your managers

“Hire people who are better than you are, then leave them to get on with it. Look for people who will **aim for the remarkable**, who will not settle for the routine.”

David Ogilvy

# MANAGING YOUR FIRST REPORT

Five S

- **Set expectations**
- **Structure**
- **Share**
- **Support**
- **Self-growth**

**IT'S A LEARNING PROCESS**

# Managing Your First Account or Project and When to Give the Responsibility to a New Pro

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# When a New Pro Should Begin Managing Projects

- Successful track record
- Increased workload
- Expectations set



# Why a New Pro Should Begin Managing Projects

- Strengths and importance
- Client relationship building
- Mentorship and exposure

Let them advance faster: Historically, career advancement was built upon seniority and time of service. Millennials don't think that way. They **value results over tenure.**

PwC 'The Future of Work'

# Best Accounts and Projects for New Pros

- Time-sensitive
- Smaller
- Flexible
- Familiar
- Leadership opportunities

Companies that plan to promote Millennials should be focused on offering **management training** as early on as possible. Teaching Millennials how to get results as a leader without feeling like they are compromising their values will be important.

Inc. Magazine

# Budgeting Time & Money

- Nail down details
- Define milestones
- Test deliverables

True **strategy** is about placing bets and making **hard choices**. The objective is not to eliminate risk but to **increase the odds of success**.

Harvard Business Review

# QUESTIONS

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