LEAD YOUR WAY INTO THE FUTURE BY MANAGING UP
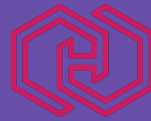
IRJA STRAUS

HUSTEF
HUNGARIAN SOFTWARE TESTING FORUM

SZIA! 👋

I AM IRJA STRAUS

Quality Lead

15 years in different roles:

- business analyst
- product manager
- tester 💛
- manager

TODAY'S CONTEXT

Agile does not teach testers how to be agile.

- o   What does it mean for testers?
- o   How to adapt?

THE PAST

We are taught (**wrong**) that...

- "Career progression is our manager's job"
- "Talking to our manager means pleasing"

THE PRESENT: CHALLENGES

Managerial role is different than it was before:

- Less supervising, more collaborative
- Less test management positions
- Less testers move into management

MANAGING UP IS MY JOB

Becoming a first time manager is misleading...

- New job grabs attention to the wrong things
- My job **is not** managing down
- I wish I learned this before!

LET'S LEARN FROM EACH OTHER
&
START LEARNING FROM THE VERY FIRST JOB!

#1 LEARN WHO YOU'RE DEALING WITH

Understand people with influence:

- Our manager, their manager, other stakeholders
- What is their motivation?
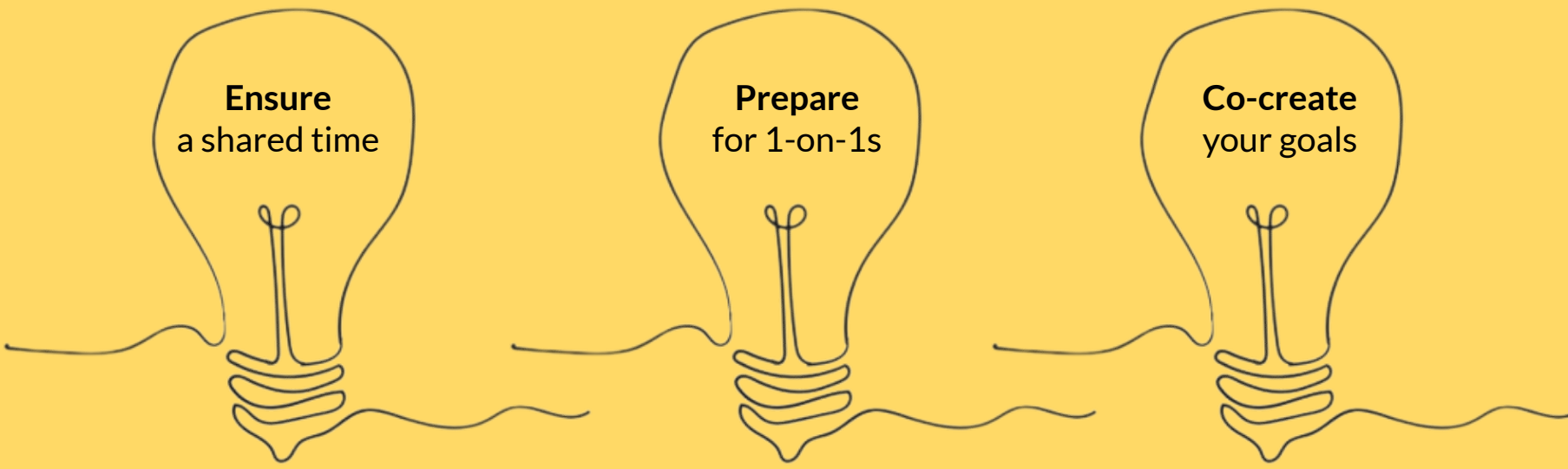- How they help? How they don't help?

#1 LEARN WHO YOU'RE DEALING WITH

Be aware of their working habits:

- "How to work with me" exercise
- Adapt to their personality and culture
- Move together with the changes

@irjastraus

#2 ESTABLISH COMMON GROUNDS

Ensure
a shared time

Prepare
for 1-on-1s

Co-create
your goals

@irjastraus

#3 SILENCE IS NOT A GOOD THING

Recognize the **green** and the **red** flags:

- Silence ≠ Trust
- Validate your silent situation with your peers

#4 RECOGNIZING YOUR VALUE

Recognize and accept everything of value:

- Wins are wins!
- Write a "brag document"
- *Sharing is caring*

#5 TWO PATHS OF MANAGING UP

Managing up **for your team** is different than **for your own**:

- Don't leave it to your manager
- Everyone in the team should do it
- Understand the difference

#6 MIND YOUR CRITICAL THINKING

Criticism is not what managers like:

- Balance the relationship and criticism
- Pick your battles

#7 ASK, ACT

ASK
CT

Being **self-aware** and **constructive** means:

- Be brave to ask and listen for feedback
- Be even more brave to act upon feedback
- Embrace the *disagree and commit* principle

TAKEAWAYS

✨ Managing up is a continuous effort ✨

✨ Universal and invisible skill ✨

✨ For testers is even more important ✨

ONE MORE THING...

✨ The only problem with managing up
is if we don't do it at all! ✨

KÖSZÖNÖM!

https://linktr.ee/irjastraus

ATTRIBUTIONS

"How to work with me" explained in more details:

The Changing Role of Managers publication (Letian Zhang):

Brag document by Julia Evans:

Presentation uses images from pinterest.com and openpeeps.com