

# Managing Up, Down & Around

at  
**HER  
BEST**

## STYLE 3

### Leadership Behaviors/What Do I Say?

Use these “Conversation Starters” to help you become more flexible and to help **D3s** ask for the support they need.

Leadership Behaviors	What Do I Say?
Clarify purpose of meeting and revisit goals	So, how are things going on your goal to ...? Remember, it's important because it will help you and the organization ...
Facilitate action planning/ self reliant problem solving	So, what's working? What's not working? What else could you do? What alternatives do you have? What are the pros and cons to each alternative? Which alternative is the best? If you went with that recommendation, what steps would you need to take?
Listen	Can you tell me more about ...? What did you mean when you said ...? Do you have anything else you want to talk to me about? Concerns? Problems?
Get Style 3 Partnering for Performance agreement	What you need me to do is listen, right? Rather than give advice or direction, you just need me to be a sounding board ... ask good questions ... help you figure out what to do.
Provide help and ideas if asked; remove obstacles to goal accomplishment	Here's an idea ... what do you think? How can I help? What's getting in your way? Is there anything I can do?
Provide reassurance, support, and encouragement	I'm confident you can or will be able to .... Look how much you've accomplished already .... Keep up the good work (be specific and descriptive) ...

## STYLE 4

### Leadership Behaviors/What Do I Say?

Use these “Conversation Starters” to help you become more flexible and to help **D4s** stay self-reliant.

Leadership Behaviors	What Do I Say?
Clarify purpose of meeting	Tell me what you've been working on ... what you're most excited about ... what you've accomplished ... what you're proud of
Get Style 4 Partnering for Performance agreement	I know you're taking the lead, but I'm here when you need me ... we just need to figure out a way for me to stay informed/in touch with what you're doing
Evaluate/share successes	Let's review the goals you've set ... I agree that your goals are
Encourage innovation/challenge the person to even higher levels of performance	So, how do you think you're doing on ...? What success have you had with ...? What feedback have you been getting? What is still exciting/new for you? What are you doing to keep your work fresh? What ideas have you had about ...?
Provide opportunities to teach/ mentor others	What are you dreaming about? What new projects interest you? What would a 'stretch goal' look like?
Acknowledge contributions	Would you be willing to teach ...? Could I ask you to work with ...? Could you share what you've learned/what you think 'best practices' are with ...? We've always benefited from .... You've exceeded expectations by .... You have made a major contribution to ... by .... How would you like to be acknowledged for the work you've done?