



1




2

About Me...

- 22 years Advancement Operations & Nonprofit Management
- Currently @ Huron Advancement & Fundraising
- Higher Ed enthusiast
- Travel nerd
- Outdoor aficionado
- Cat mom

3

A photograph of a person in a red sweater raising their hand in a meeting or presentation. In the background, a man in a suit is standing near a whiteboard, and other people are seated at tables. The scene is indoors with large windows.

What comes to mind when you think about
managing up, down, and across?

4

What is Managing Up, Down, and Across?

- Controlling your superiors, peers, and team members?
- Manipulating your superiors, peers, and team members?
- Kissing up to your superiors, peers, and team members?

5

Managing Up, Down, and Across is...

- Effectively navigating and influencing both internal and external stakeholders to achieve mutually beneficial goals.
- Practicing “exemplary followership” after honest and thoughtful evaluation of decisions.

6

'While we might dislike the idea of being a follower, the truth is that the majority of us spend more of our working time following than leading. Even a CEO must be a follower, too. Everybody has a boss.'

– Mary Abbajay

7

Five Essential Qualities of Successful Working Relationships

1. Shared Vision and Knowledge
2. Disciplined Attention to Communication
3. Professional Confidence with Personal Humility
4. Trust-Based Engagement
5. Relationship Cultivation

8

1. Shared Vision and Knowledge

- Understand organizational goals and operations
- Know what makes your colleagues and leaders successful
- Show how your work will help achieve these mutual goals



9

1. Shared Vision and Knowledge

- **Pro Tip:** Regularly ask: “How does this project help move the bigger mission forward?” Keep linking your work to team or organizational priorities — and help others see that connection too.
- **Try This:** Ask a colleague or manager: “What does success look like for you right now, and how can I help?”
- **Leadership Angle:** Repeat the mission often. Make sure your team knows why their work matters — not just what they’re doing. Connect their daily tasks to the bigger picture.

10

'The higher up you get hierarchically, the more important managing across is. You get things done in an organization by figuring out how to wield the power of the organization – and that's by working with colleagues across the aisle.'

– Advancement
Leader

11

2. Disciplined Attention to Communication

- Identify and use preferred methods of communication
- Focus on critical information to make the best use of time
- Distinguish between disagreement and argument



12

2. Disciplined Attention to Communication

- **Pro Tip:** Match your message to their style. Notice how others like to communicate and adapt accordingly.
- **Try This:** Lead with the “headline” first, details second.
 - Example: “The screening is complete; here’s what we found and what’s next.”
- **Leadership Angle:** Model transparency and clarity. Invite team members to tell you how they prefer to receive feedback or updates — and honor that where you can.

13

3. Professional Confidence with Personal Humility

- Demonstrate how you add value (don’t just talk about it!)
- Ask questions to understand and educate, listen openly, and learn
- Be willing to compromise



14

3. Professional Confidence with Personal Humility

- **Pro Tip:** Own your expertise — but stay curious. Growth comes from what you're still learning.
- **Try This:** Ask one clarifying question before offering your opinion.
 - Example: "Can you tell me more about what's driving that priority?"
- **Leadership Angle:** Create space for others' voices. Let junior or quieter team members share first in meetings — it builds their confidence and shows you value diverse perspectives.

15

4. Trust-Based Engagement

- Proactively share important info to alleviate unpleasant surprises
- Present honest opinions in a tactful manner
- Respect the authority and decisions of leaders



16

VIDEO



PROSPECT DEVELOPMENT 2025



17

4. Trust-Based Engagement

- **Pro Tip:** No surprises. Keep key stakeholders informed before issues become problems.
- **Try This:** Send a quick heads-up when something shifts: “Flagging this for you early — more to come.”
- **Leadership Angle:** Show vulnerability when appropriate. Admit when you don’t know something or when you’re figuring it out — it builds credibility, not weakness.

18

5. Relationship Cultivation

- Treat leaders and colleagues as internal donors or constituents
- Express interest in who they are outside of the workplace
- Show genuine appreciation for their insight and efforts



19

5. Relationship Cultivation

- **Pro Tip:** Invest in small moments. Relationships grow in the in-between — not just during big projects.
- **Try This:** Once a week, thank someone for a specific contribution or ask a check-in question.
 - Example: “Thanks for jumping in on that analysis — how’s your marathon training going?”
- **Leadership Angle:** Recognize effort, not just outcomes. Celebrate learning, progress, and collaboration.

20

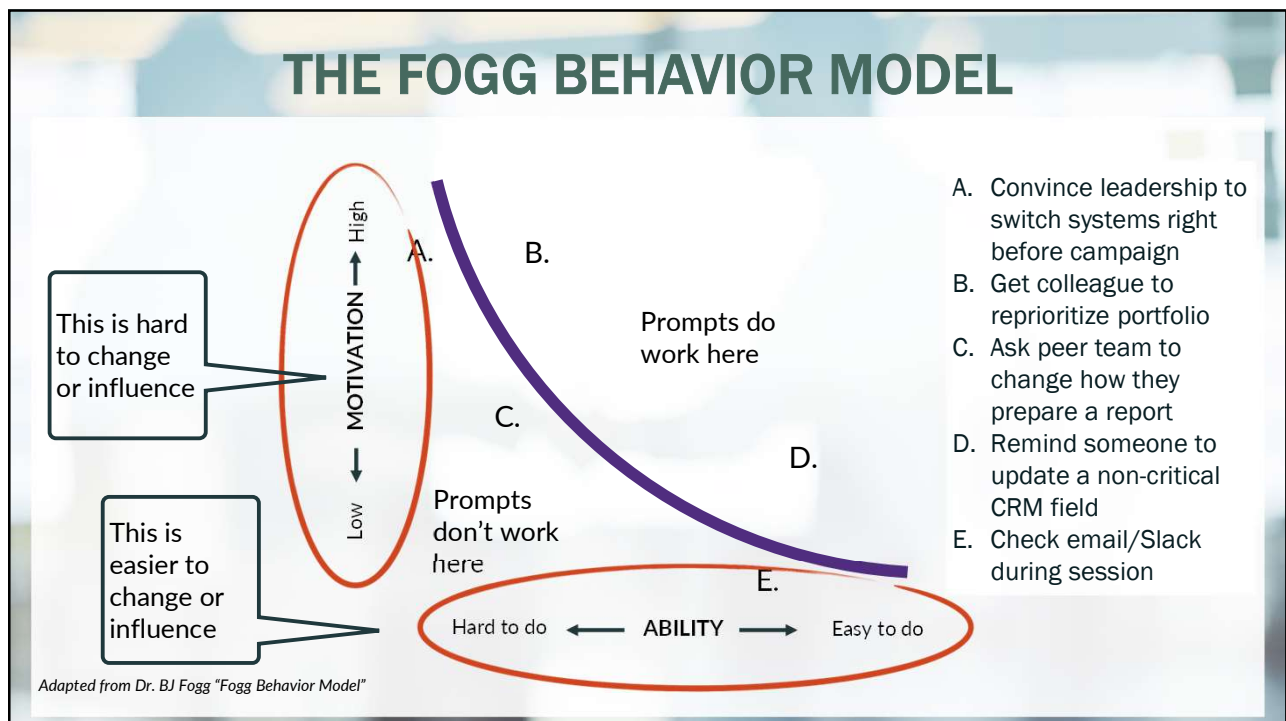
My Best Move

Turn to someone near you.

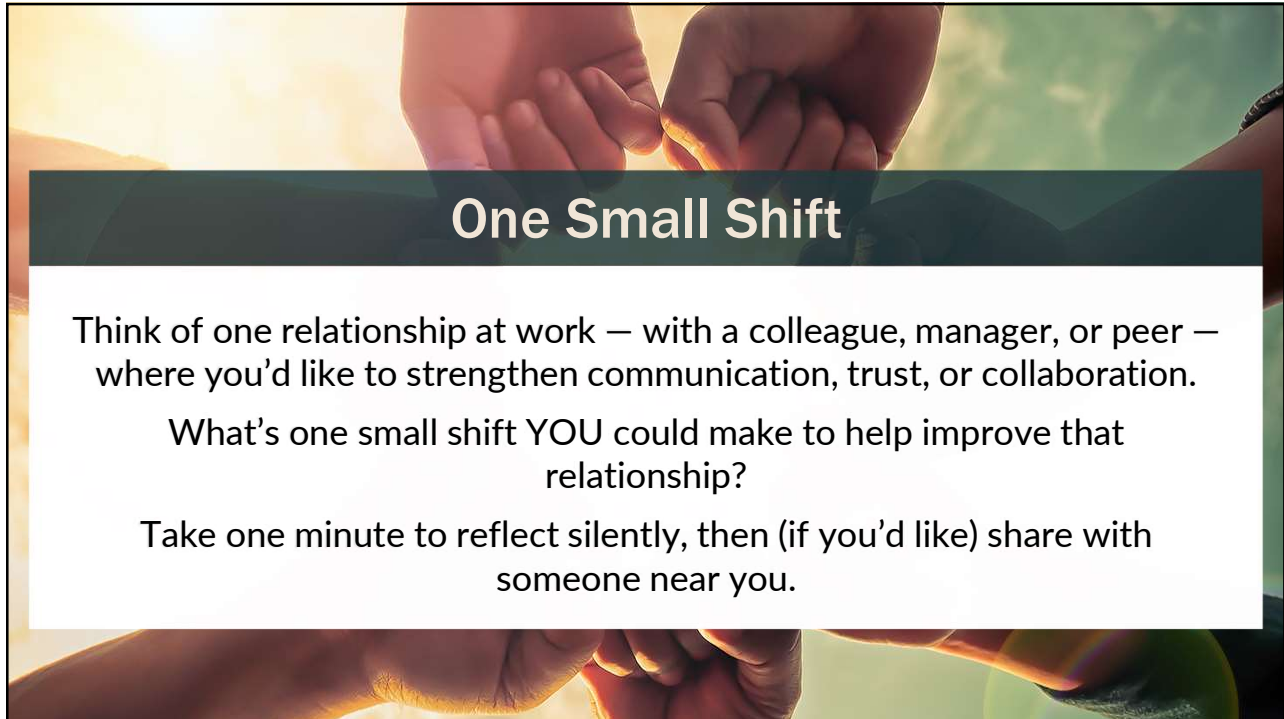
Share one thing you've done (or seen done) that helped build trust, improve communication, or strengthen working relationships — especially across levels or departments.

Why do you think it worked?

21



22

A photograph showing several hands of different skin tones reaching up and holding each other in a supportive grip. The background is a warm, golden sunset sky with soft clouds. A dark teal banner with white text is overlaid on the image.

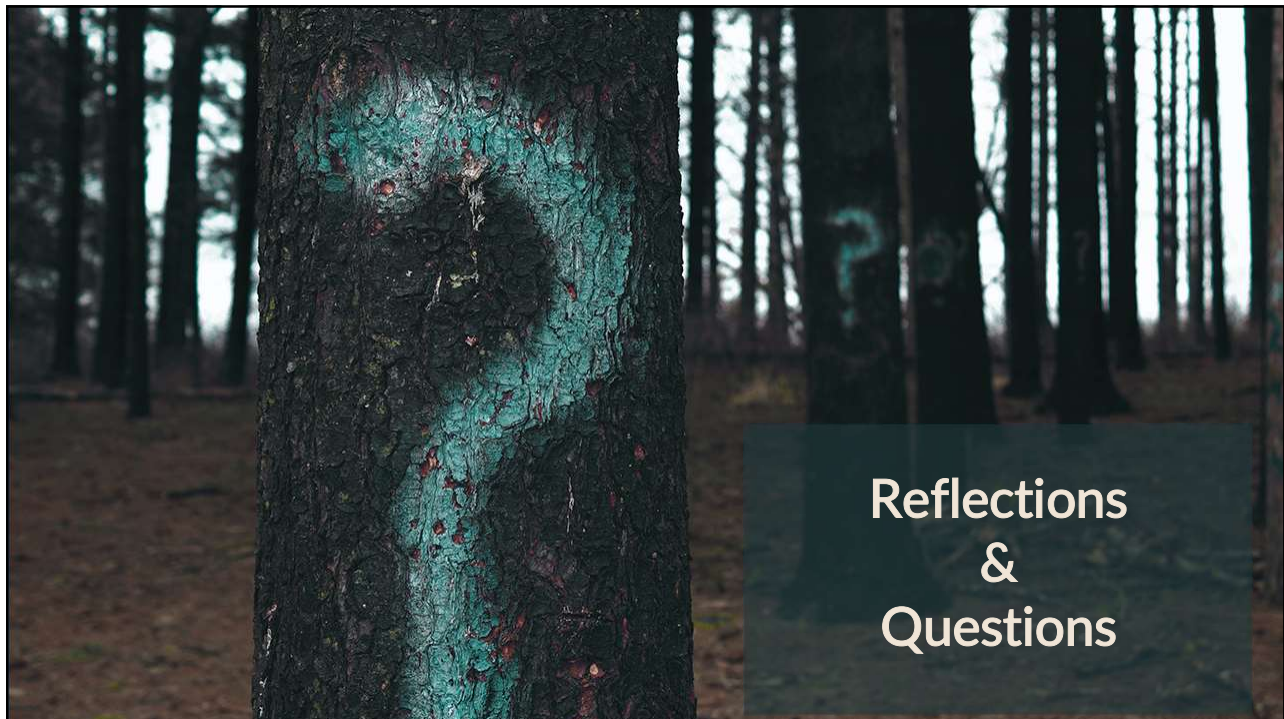
One Small Shift

Think of one relationship at work — with a colleague, manager, or peer — where you'd like to strengthen communication, trust, or collaboration.

What's one small shift YOU could make to help improve that relationship?

Take one minute to reflect silently, then (if you'd like) share with someone near you.

23

A photograph of a tree trunk in a forest. The tree trunk is in the foreground, and the background shows many other trees in a dense forest. A soft, teal-colored glow is visible on the tree trunk, suggesting a reflection or a light effect. A dark teal banner with white text is overlaid on the bottom right of the image.

Reflections & Questions

24



Please Be in Touch!

Amy L. Carrier, PhD

acarrier@hcg.com

or

amy@amycarrier.com

[linkedin.com/in/alcarrier](https://www.linkedin.com/in/alcarrier)

919-368-3297

25



THANK YOU!

*Please complete your session
evaluations in the mobile app.*



apra

26