

## Managing Up

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<b>SUMMARY:</b>	Staff will experience different opportunities to interact with a supervisor and will learn concrete examples of managing upwards
<b>TOPIC(S):</b>	Managing up, respect, honesty
<b>LEARNING OBJECTIVE:</b>	Participants will be able to have open feedback with their supervisors and effectively manage up
<b>AUDIENCE:</b>	Staff and supervisors
<b>TIMING:</b>	15 min - 60 min
<b>APPENDICES:</b>	Yitro Text, Great Elements of Managing Up handout
<b>MATERIALS NEEDED:</b>	Prompts/handout
<b>SET-UP DETAILS:</b>	5 different places to have interactive experiences

### SESSION TIMELINE & OUTLINE:

0:00 - 0:07: Share “Great Elements of Managing Up” handout and Yitro text. Review.

0:07-0:08: Introduce roleplay & determine roles

0:09 - 0:13: Roleplay

0:13 - 0:15: Debrief Roleplay and possible alternatives adding suggestions to handout.

Each scenario could take 15 minutes and you can decide to do one at a time or all four for a full hour programming experience. If doing more than one roleplay, allow for multiple people to jump into each scenario, stretching the roleplay itself to 6-8 minutes and provide more time for debriefing each scenario.

This roleplay program utilizes the “Behind Closed Doors” model where scenarios are “set up” in real spots around camp to elevate the stakes of the roleplay. In each scenario, give “actors” a few moments to discuss the scene themselves, and determine which staff member(s) will have the opportunity to try out techniques from training in response to scenarios.



## FJC PD RESOURCE

Scenarios:

### Scenario 1

(1) Goal: Give counselors an opportunity to determine and advocate for their needs with their direct supervisors.

(1) Scenario: You show up to your first meeting with your new supervisor. The supervisor seems unprepared and does not come with an agenda, and does not seem present.

(1) Roles:

Actor: Supervisor

Roleplay Volunteer(s): Counselor

(1) Facilitator Instructions:

- Instruct the roleplay volunteer(s) that their job is to react to the situation at hand.
- Instruct that at any time, either the actor or the roleplay volunteer(s) could bring in another character (camp director, unit head, co-counselor, friend, etc). Encourage observers to jump in and help out as asked or tap out the roleplay volunteer.
- Interrupt the roleplay to ask the counselor what they are observing, how it makes them feel, and what solution they are working towards.
- If successful in the time given, offer the opportunity to roleplay what they next meeting might look like given the feedback.

### Scenario 2

(2) - Goal: Give counselors an opportunity to ask for help from senior members of the camp team with competing priorities.

(2) Scenario: You are a staff member that encounters a difficult camper during an activity. You ask for help from the program director and they brush you off. (In this scenario, we'll see the difficult camper and a co-counselor interacting but the purpose is not to work on the counselor behavior, but instead to focus on the interaction with the program director).

(2) Roles:

Actor: Difficult Camper

Actor: Co-Counselor (who mostly interacts with the difficult camper and asks the “role play volunteer(s) to go ask the program director for help)

Actor: Program Director

Roleplay Volunteer(s): Counselor

(2) Facilitator Instructions:

- Instruct the roleplay volunteer(s) that their job is to react to the situation at hand.
- Instruct that at any time, either the actor or the roleplay volunteer(s) could bring in another character (camp director, unit head, co-counselor, friend, etc). Encourage observers to jump in and help out as asked or tap out the roleplay volunteer.
- Interrupt the roleplay to ask the counselor what they are observing, how it makes them feel, and what solution they are working towards.
- If successful in the time given, offer the opportunity to roleplay what the next interaction might look like given the feedback.



## FJC PD RESOURCE

### Scenario 3

(3) Goal: How to give feedback to a (close friend, superior, subordinate).

(3) Scenario: You're Yitro, Moses's father in law. You notice that Moses is leading the Israelites all on his own, and is unable to handle all he has to do.

(3) Roles:

Actor: Moses

Actor: Israelites

Roleplay Volunteer(s): Yitro

(3) Facilitator Instructions:

- Instruct the roleplay volunteer(s) that their job is to react to the situation at hand. Ask them how they see the Moses / Yitro relationship - is Yitro a close friend/family? A superior? A subordinate? How might that change the scenario?
- Instruct that at any time, either the actor or the roleplay volunteer(s) could bring in another character. Encourage observers to jump in and help out as asked or tap out roleplay volunteer.
- Interrupt the roleplay to ask the counselor what they are observing, how it makes them feel, and what solution they are working towards.

### Scenario 4:

(4) Goal: How to give feedback to a (close friend, superior, subordinate).

(4) Scenario: Your best friend gets elected president of your on campus club. Everyone thinks they led a meeting ineffectively, what do you do?

(4) Roles:

Actor: Best Friend

Actor(s): Unhappy Meeting Attendees

Roleplay Volunteer(s): You!

(4) Facilitator Instructions:

- Instruct the roleplay volunteer(s) that their job is to share the feedback with your friend & help them prepare for the next meeting.
- Instruct that at any time, either the actor or the roleplay volunteer(s) could bring in another character (peers, advisor, etc). Encourage observers to jump in and help out as asked.
- Interrupt the roleplay to ask both what they are observing, how it makes them feel, and what solution they are working towards.

## Managing Up: Tips & Text

### Great Elements of Managing Up

- Shared language of supervision - transparency of styles and relationship to come
- Using an agenda to stay on point
- Feedback for both the supervisor and supervisee
- Consistent meeting times and opportunities
- Creative problem solving - offering solutions

**Exodus 18:13-24**

And it came to pass on the morrow, that Moses sat to judge the people; and the (13) people stood about Moses from the morning unto the evening. (14) And when Moses' father-in-law saw all that he did to the people, he said: 'What is this thing that thou doest to the people? why sittest thou thyself alone, and all the people stand about thee from morning unto even?' (15) And Moses said unto his father-in-law: 'Because the people come unto me to inquire of God; (16) when they have a matter, it cometh unto me; and I judge between a man and his neighbour, and I make them know the statutes of God, and His laws.' (17) And Moses' father-in-law said unto him: 'The thing that thou doest is not good. (18) Thou wilt surely wear away, both thou, and this people that is with thee; for the thing is too heavy for thee; thou art not able to perform it thyself alone. (19) Hearken now unto my voice, I will give thee counsel, and God be with thee: be thou for the people before God, and bring thou the causes unto God. (20) And thou shalt teach them the statutes and the laws, and shalt show them the way wherein they must walk, and the work that they must do. (21) Moreover thou shalt provide out of all the people able men, such as fear God, men of truth, hating unjust gain; and place such over them, to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. (22) And let them judge the people at all seasons; and it shall be, that every great matter they shall bring unto thee, but every small matter they shall judge themselves; so shall they make it easier for thee and bear the burden with thee. (23) If thou shalt do this thing, and God command thee so, then thou shalt be able to endure, and all this people also shall go to their place in peace.' (24) So Moses hearkened to the voice of his father-in-law, and did all that he had said

**שמות יי"ח:י"ג-כ"ד**

(יג) נִיהִי מִמְּחֹרֶת וַיֵּשֶׁב מֹשֶׁה לְשֻׁפְט אֶת הָעָם וַיַּעֲמֹד הָעָם עַל מִשְׁבַּת מֹשֶׁה מִן הַבָּקָר עַד הַעֲרָב. (יד) וַיַּרְא חَתָּן מֹשֶׁה אֲתָּא כֹּל אֲשֶׁר הוּא עֲשָׂה לְעֵם וַיֹּאמֶר מָה הַדָּבָר הַזֶּה אֲשֶׁר אַתָּה עֲשָׂה לְעֵם מִדּוֹעַ אַתָּה יוֹשֵׁב לְבָדָק וְכָל הָעָם נִצְבֵּא עַלְיךָ מִן בָּקָר עַד עֲרָב. (טו) וַיֹּאמֶר מֹשֶׁה לְחַתָּנוֹ כִּי יָבֹא אֱלֹהִים הָעָם לְדַרְשָׁנָיו. (טז) כִּי יְהִי לְהָם דָּבָר בְּאֶלְي וְשִׁפְטָתִי בֵּין אִישׁ וּבֵין רַעַתָּה וְהַזְדַּעַתִּי אֶת חֲקֵי הָאֱלֹהִים וְאֶת תּוֹرַתָּו. (יז) וַיֹּאמֶר חَתָּן מֹשֶׁה אַל יָבוֹא הַדָּבָר אֲשֶׁר עָשָׂה עָשָׂה. (יח) נִבְלָתָל גַּם אַתָּה גַּם הָעָם הַזֶּה אֲשֶׁר עָפַר כִּי כִּי דָמֵךְ הַדָּבָר לֹא תִּכְלֶל עָשָׂהוּ לְבָדָק. (יט) עַתָּה שְׁמַע בְּקָלִי אַיִלָּץ וְיִהְיֶה אֱלֹהִים עַמְּךָ הִיא אַתָּה לְעֵם מִול הָאֱלֹהִים וְהַבָּאת אַתָּה אֶת הַדָּבָרִים אֶל הָאֱלֹהִים. (כ) וְהַזְדַּעַתִּה אַתָּה אֶת הַחֲקִים וְאֶת הַתּוֹרָה וְהַזְדַּעַת לְהָם אֶת הַדָּרָךְ יָלִכְוּ בָהּ וְאֶת הַמְעָשָׂה אֲשֶׁר יַעֲשׂוּ. (כא) וְאַתָּה תִּהְזֹה מִכֶּל הָעָם אַנְשֵׁי חֵיל יְרִאֵי אֱלֹהִים אַנְשֵׁי אָמֶת שְׁנָאי בְּצֻע וְשִׁמְתָּה עַלְהָם שְׁרֵי אַלְפִים שְׁרֵי חִמְשִׁים וְשְׁרֵי עַשְׂרָת. (כב) וְשִׁפְטוּ אֶת הָעָם בְּכָל עַת וְהִיא כָּל הַדָּבָר הַגָּדוֹל יִבְיאוּ אֶלְיךָ וְכָל הַדָּבָר הַקָּטָן יִשְׁפְטוּ הֵם וְהַקְּלָמָעֵלִיךָ וְנִשְׁאָו אֶתְךָ. (כג) אִם אֶת הַדָּבָר הַזֶּה תַּעֲשֶׂה וְצִוְּן אֱלֹהִים וְיִכְלַת עַמְּךָ וְגַם כָּל הָעָם הַזֶּה עַל מִקְמוֹ יָבֹא בָּשָׁלוֹם. (כד) וַיִּשְׁמַע מֹשֶׁה לְקוֹל חַתָּנוֹ וַיַּעֲשֶׂה כָּל אֲשֶׁר אָמַר.