

# Managing up + sideways with Values + Authenticity

**Workshop for FJC Yitro Fellows**  
**January 14 2026**

# Hi! 🖐️ I'm Hannah, your Facilitator



Hannah Dubin  
Principal + Founder



**Training** (like today – learning + development)

**Facilitation** (think staff retreats + workshops)

**Consulting** (think long-term programs)

**Coaching** (think individual support)

**Organizational Design** (think culture change)

**Learn More!** <https://www.thegroupforward.com/>

# WORKSHOP GOAL:

To give you **practical tools** you  
can put to work as soon as  
tomorrow

# Outline for the morning:



## TOOL 1: TRUST TRIANGLE

- A tool to help you build trust in every interaction you have

## TOOL 2: TOP 5 / HIGH 5

- Go to strategies and tools to try when managing up and sideways

## TOOL 3: MAP YOUR STAKEHOLDERS

- What do your stakeholders actually need? How can you influence them and manage up and sideways accordingly?

## CONNECT THE DOTS

- Connect our tools to your work

TLDR:  
Leadership is a **self  
awareness** game.

# Work on your Relationships with trust



- Learn **what the research says about how trust works** between people
- Learn how to **diagnose trust challenges** in your work and work relationships
- Learn practical tools and tips for **how to build trust and fix trust** issues in every interaction at work

"The definitive guide to leadership today"  
—ARIANNA HUFFINGTON, founder & CEO, Thrive Global



**The Unapologetic Leader's  
Guide to Empowering  
Everyone Around You**

**FRANCES FREI & ANNE MORRISS**

HARVARD BUSINESS REVIEW PRESS

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# Tool: Trust Triangle

# What we know about trust



Research of trust in relationships of 1 x 1, 1 x many, 1 x brand

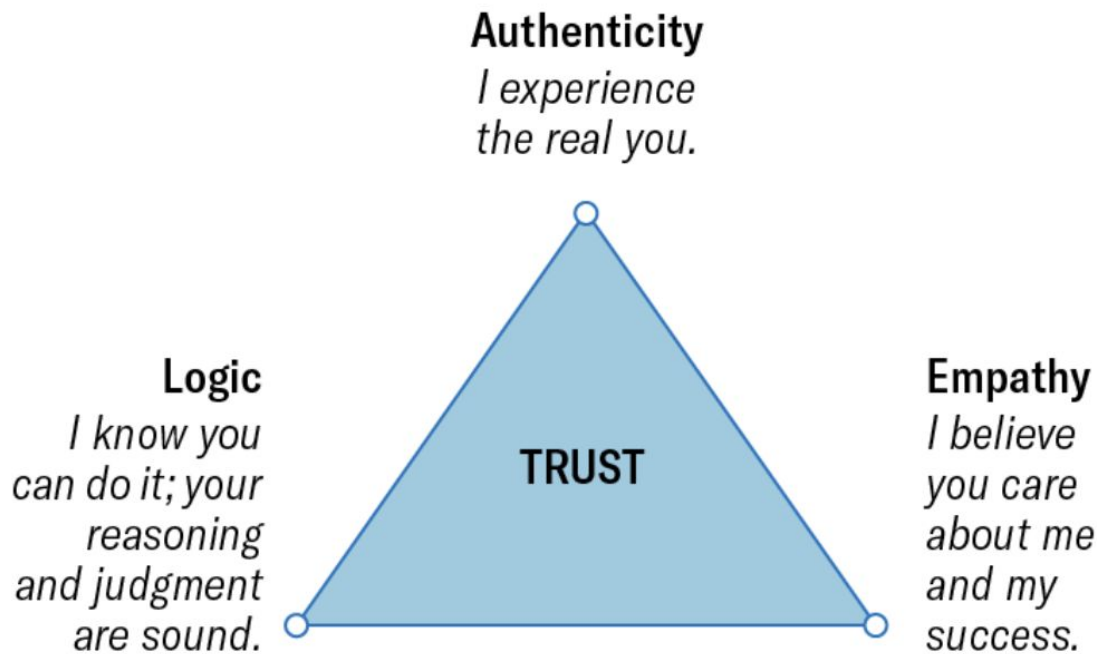
It is a resource

It is proven to help people on teams go further, faster

It has a stable architecture

If you diagnose broken trust well, you can easily rebuild it with small moves.

You can build it and break it in every interaction.



From: "Begin with Trust," by Frances Frei and Anne Morriss, May-June 2020



## TRUST ANCHOR

This comes pretty naturally to you. You might even share and coach others around on how to do this better.

So, what's your anchor?

What would other people  
say is your trust anchor?

# THE TRUST TRIANGLE

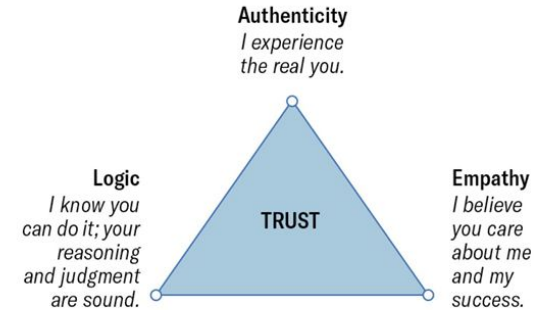


## TRUST TRIANGLE DIAGNOSTIC:

Think about a recent time where you lost someone's trust. And for this diagnosis, assume it was your fault. What did the skeptic doubt about you?

1. Did they doubt it was the real you? Did they think you were trying to be someone you're not?
2. Did they doubt that your intentions included them? OR
3. Did they doubt that you had a good idea?

Which is the one that tends to get in the way?



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## TRUST WOBBLE

You might need to develop this part of your triangle. When you're stressed this is probably the first to go. Insights from others can help you overcome this.

# What's your Wobble?



When you gave someone a reason to doubt that you were showing up as the real you

## THIS IS AN AUTHENTICITY WOBBLE

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When you gave someone a reason to doubt your intentions included them

## THIS IS AN EMPATHY WOBBLE

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When you gave someone a reason to doubt your ideas

## THIS IS A LOGIC WOBBLE

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Pair Share + Discuss

# EMPATHY WOBBLES

## 3 Tips to “fix” this wobble

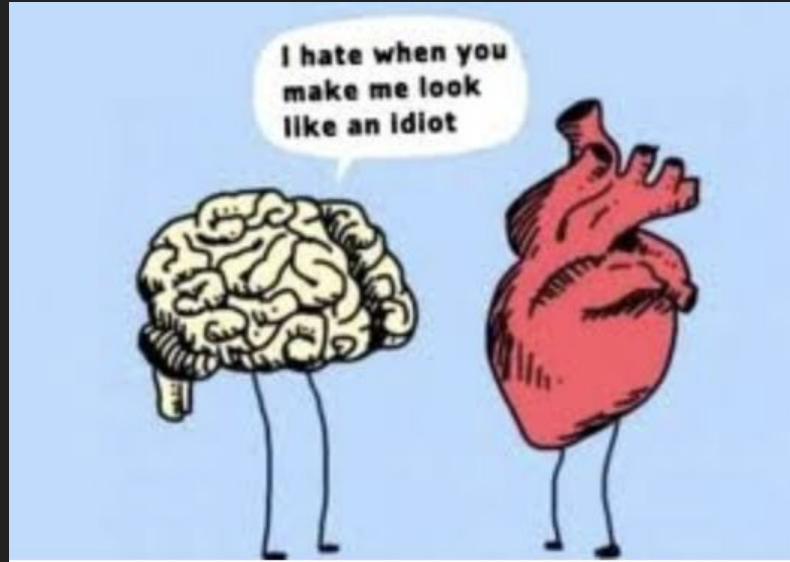
# THE TRUST TRIANGLE - How to build more trust in each interaction you have at work. Some quick “fixes” to common trust wobbles.

## EMPATHY

### Examples:

- in a meeting, **stay present in presence of others**
- Share how/what you are doing can help/benefit someone else's needs
- See the problems through **someone else's perspective** and share what you see.  
“How would \_\_\_\_ see this / respond to this?”
- **Validate someone's ideas and feelings.** You don't have to agree but you do need to help them know you understand their perspective

# Validate



# Validate

Recognition or affirmation that a person or their feelings or opinions are valid/worthwhile

You don't have to agree with the feelings or opinions

But you do need to validate that they exist FOR THE OTHER PERSON

# Why Validate

Reduces stress faster (the heart and the head)

- Your opportunity: Pepper lots of validation into your communication and you'll put people at ease faster

# Why Validate

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Builds trust faster

- We trust people when we believe they want what's best for us
- Your opportunity: Show people you want what's best for them in how you validate their feelings, ideas, opinions

# Validation Types

## Care Validation

*"I want to find a solution you're happy about"*

## Normalizing Validation

*"Your reaction makes sense"*

## Acknowledgement Validation

*"I get it. This stuff is hard!"*

## Thanks Validation

*"Thank you for bringing this to me."*

MICHAEL S. SORENSEN

# I HEAR YOU

THE SURPRISINGLY  
SIMPLE SKILL BEHIND  
EXTRAORDINARY  
RELATIONSHIPS

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# LOGIC WOBBLES

2 tips to “fix” this wobble

# Logic Wobble 1: You lost the plot

You took too long to make your point



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# Accordion of your ideas to fix your logic wobble

# FIX YOUR LOGIC WOBBLE



## **Level 1: THE ESSENTIALS.**

Get to the point quickly in 15 seconds or less. 1-3 sentences. *Think: photo caption, t-shirt slogan, bumper sticker, book title + subtitle, emojis and a quick text msg.*

## **Level 2: EXEC SUMMARY.**

Give more color and detail to the ideas you are sharing. Deliver the message in 30 seconds. *Think: LinkedIn post paragraph, elevator pitch, party invitation, back of the book write-up, a teams message.*

## **Level 3: TELL A STORY.**

Tell a story, give an example or provide helpful context to the message you're trying to get across. Deliver the message in 1-2 minutes. *Think: Share the top 3 insights in a data set, tell a story that helps explain impact or experiences, show someone before and after with visuals, an email with a document attached.*

## Logic Wobble 2:

Example: **Subject Matter Expert...again?**

You seem to be an expert on everything. All the time.

## **Substance Wobble: Play with phases like...**



**“I don’t know yet, but my gut response is x...**

**“Though I don’t know the answer to this yet, my first idea is...**

**“I can share my initial thoughts, but I realize I’m not educated enough on this topic so I’m not sure how x my ideas will be ...**

**“Just riffing here...”**

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## LOGIC

### Examples:

#### Change the way you present information:

- Get to the point first then provide context

#### Substance: When you don't know something:

- Delay sharing your opinion until you know more...
- Lower your confidence in how you communicate

# AUTHENTICITY WOBBLE

2 tips to “fix” this wobble

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## AUTHENTICITY

### Examples:

- **Hardest to improve** alone - you'll need help from someone to give you honest feedback
- Safe enough. Welcome enough. Seek out opportunities where **you can co-produce/** be apart of work where you can **showcase your multidimensional self**
- **Effective self-disclosure** helps

Research says that the hardest to **'trust in authenticity'** are these 3 behaviors:

Oblivious

Stumblers

Open-books

# Watch outs 1:

**Oblivious** - don't have a realistic view themselves

# Watch outs 3:

**Stumblers** - don't know how they come across to others (miss on social norms, non verbal cues, careless about others publicly)

# Watch out 3:

**Open-books** - share a lot about themselves, others and all the time.

# Thoughtful Self-Disclosures



When to share something about yourself and how.

## Element 1: Must be genuine

Research shows people often fabricate stories and fudge the details to fit situations. So if you can't say, just say so!

## Element 2: Must fit and further the task.

Research shows what you share about yourself can't be self-serving or for approval seek. Only share relevant information about yourself related to the goal of the work.

# Tool: Top 5/High 5s: Top 5 Strategies for Managing up and Sideways

# Clarify Roles



**RACI** (Responsible, Accountable, Consulted, Informed)

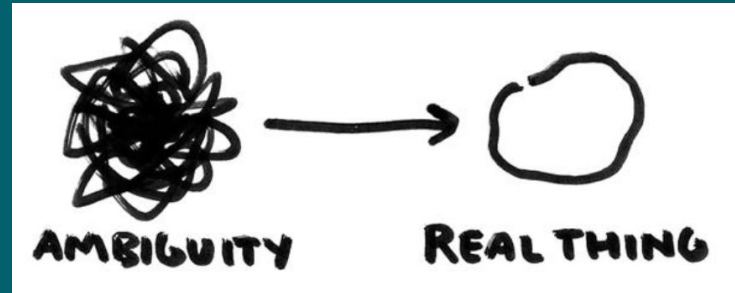
**DARCI** (Decisions-Maker, Responsible, Accountable, Consulted, Informed)

**MOCHA** (Manager, Owner, Consulted, Helper, Approver)

Examples for practical inspiration [here](#) [here](#) and [here](#)

# Show them what you mean

Draw. sketch. Pen to paper.  
Simple visuals.



# Make it Easy

## Give them choices:

- Options 1, 2, 3/ Bronze, gold, silver
- If you x, then I can y...
- Opt out options...
- “I’ll assume no response to this means...”
- Estimate how long things will take
- Share an example

# Name it so you can tame it

*“Maybe it’s just me, but I’m just going to say it - this initiative feels a little awkward because we’re friends. And right now I’m not really your boss...but I’m responsible to do x...and I need you to...”*

# 8 Mile Them

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# Tool:

# Map your Stakeholders

# Let's make this real:

**Assume you are the 'captain' or 'qb' but will need to manage up and sideways to complete this.**

- **Staff Training**
- **Staff Hiring**
- **Opening Day**
- **50th Year of Camp Celebration (during camp season, alumni are coming)**

# Step 1: Who are the Right Stakeholders?



- **Start by making a list of people who might care about this project**
  - Who needs to be involved? Who wants to be involved?
- You don't have to know all the details yet! But start the work with your best guesses!
- This is a great example of managing up - do a first draft with whatever knowledge you do have

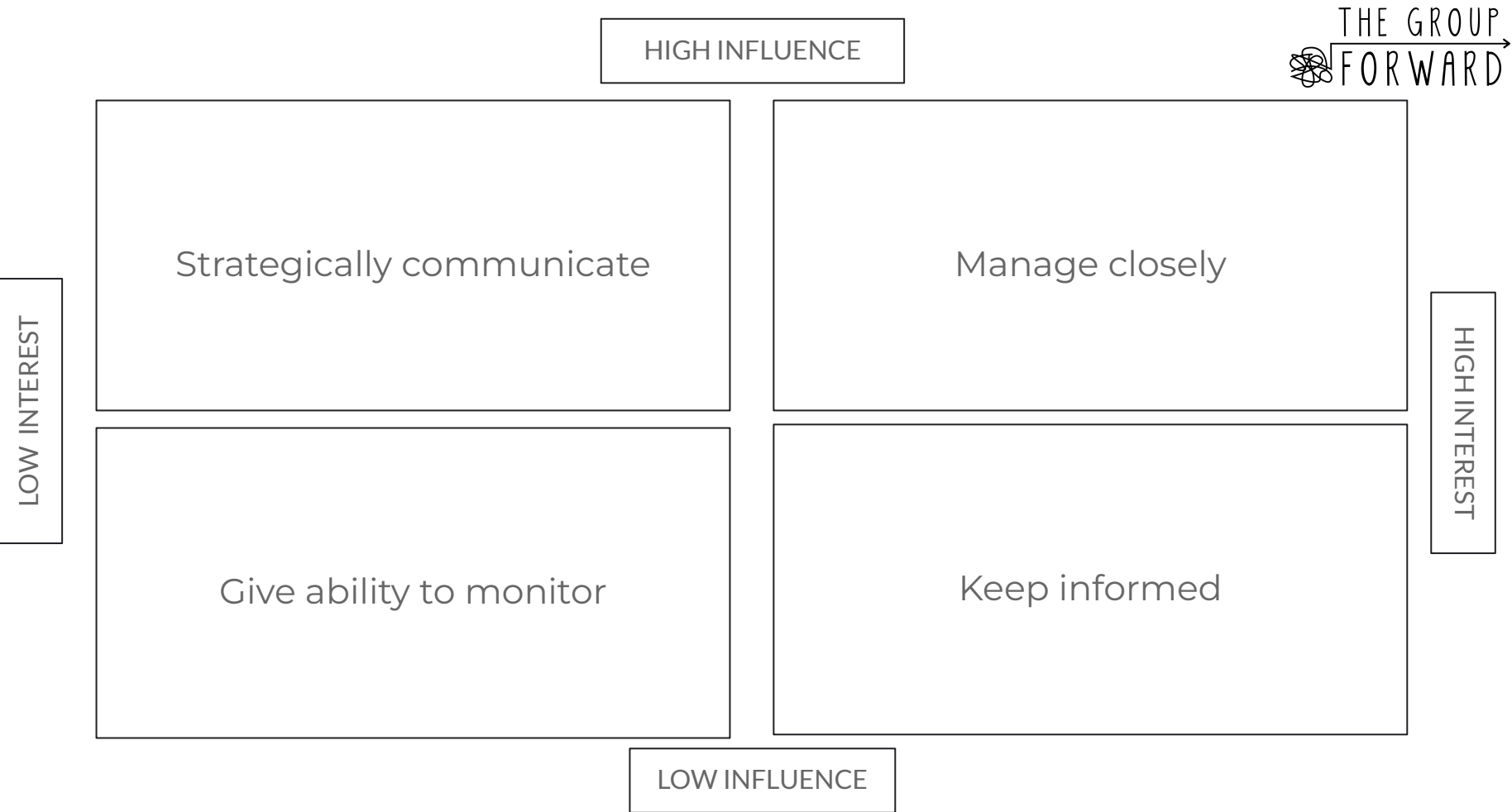
## Step 2: Socialize your list

- Bring your list of stakeholders to your boss + team of peers to get feedback
- Ask for their help to add more team names + people to your stakeholder list
- Ask your boss who else should help you build out this stakeholder list, go socialize your list with them

## Step 3: Put your list on a map

- Map out who you are likely going to manage up to and sideways to...
- And map everyone else...

# STAKEHOLDER MAPPING



# INFLUENCING WITHOUT AUTHORITY TOOL 2:

## STAKEHOLDER MAPPING

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HIGH INFLUENCE

### Strategically communicate

What does strategically communicate for these stakeholders look like? What will they want? They are busy but you need them to be successful.

### Manage closely

What does manage closely for these stakeholders look like? What will they want and need? How will you communicate? When? Platforms or channels?

LOW INTEREST

HIGH INTEREST

### Give ability to monitor

What could this look like? How can these stakeholders 'self-serve' the information when they want it?

### Keep informed

What could this look like? What update cadence is appropriate for this group of stakeholders? What is most important for this group to know?

LOW INFLUENCE

# 3 Quick Tips for Stakeholder Management

- Ask THEM how they want to be communicated with. When you can, do what they want.
- Ask experienced team members (likely senior) for specific help with your most strategic + important stakeholders (top 2 boxes)
- Ask for feedback as you manage your stakeholders and be responsive to their feedback. If you ask, show them you listen.

**Thank you!**  
**Hannah Dubin is rooting for you.**

**Email me any time**  
**Hannah@thegroupforward.com**

**www.thegroupforward.com**