



# Working for a Younger Manager

Evan Strickland – Cyber Architect

September 7, 2022

# Raleigh ISSA Career Services Meeting

## September 7, 2022

### Agenda

1. Power and Authority
2. Relationships –  
Bridge building versus destroying
3. 5 things you can do now
4. Questions



# Power and Authority

Authority - the right to command others

- Person in the position  
“I’m the boss”  
“respect the office”

## Authority



## Power



# Power and Authority

Power - the ability to execute

- Personal work  
“I did the thing”  
“I made the code”
- Influence others  
“I cross-team collaborated”  
“I helped align objectives”

## Authority



## Power





# Power and Authority

Power or authority displayed out-of-character looks like being a “boss”. We expect a lot out of management, but the skills required in management are gradually acquired.

## Boss VS Leader

Truth Inside Of You

<b>Boss</b>	<b>Leader</b>
<b>Demands</b>	<b>Coaches</b>
Relies on authority	Relies on goodwill
Issues ultimatums	Generates enthusiasm
Says "I"	Says "We"
Uses people	Develops people
Takes credit	Gives credit
Places blame	Accepts blame
Says "Go"	Says "Let go"
My way is the only way	Strength in unity

# Power and Authority

Power or authority displayed **IN** character looks like being a “leader”.

The unfortunate reality is that leadership requires the practice of a skillset that goes beyond position.

## Boss VS Leader

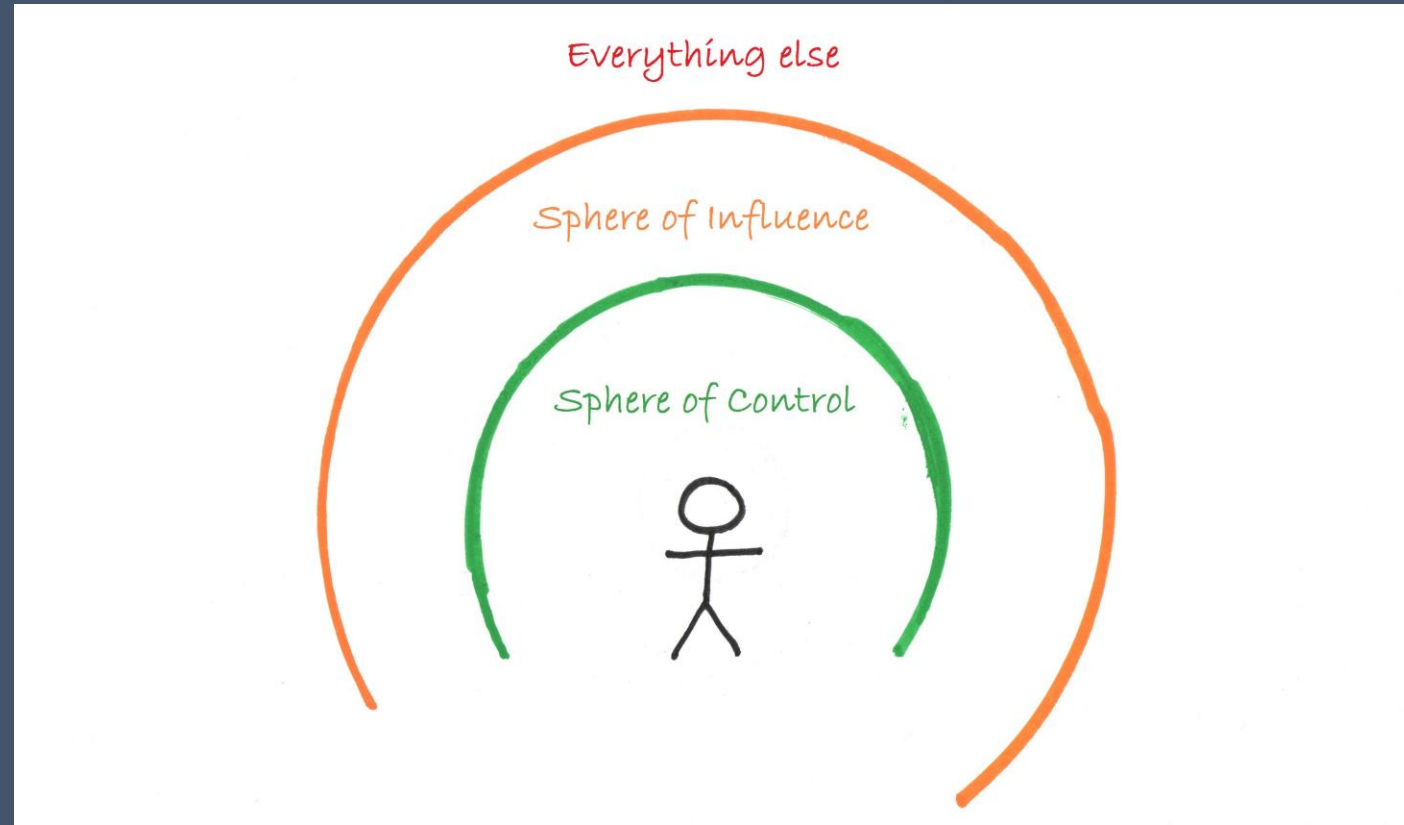
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# Power and Authority

Exercising of either power or authority can be applied at various levels...

... young managers typically need help outside of their sphere of control.



# Relationships - Bridge building versus destroying

## Bridge Building:

1. Reduce complexity
2. Define actions
3. Establish processes

## Bridge Destroying:

1. Assume technical knowledge
2. Assume status knowledge on objectives
3. Present too many decisions
4. Always negative attitude



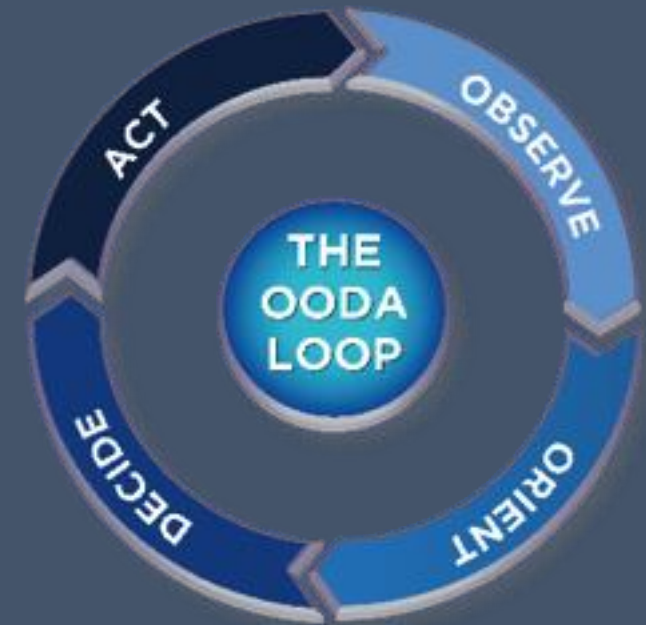


# Relationships - Bridge building versus destroying

Provide processes and show end goals wherever possible.

Where there is a lack of direction provide clarity.

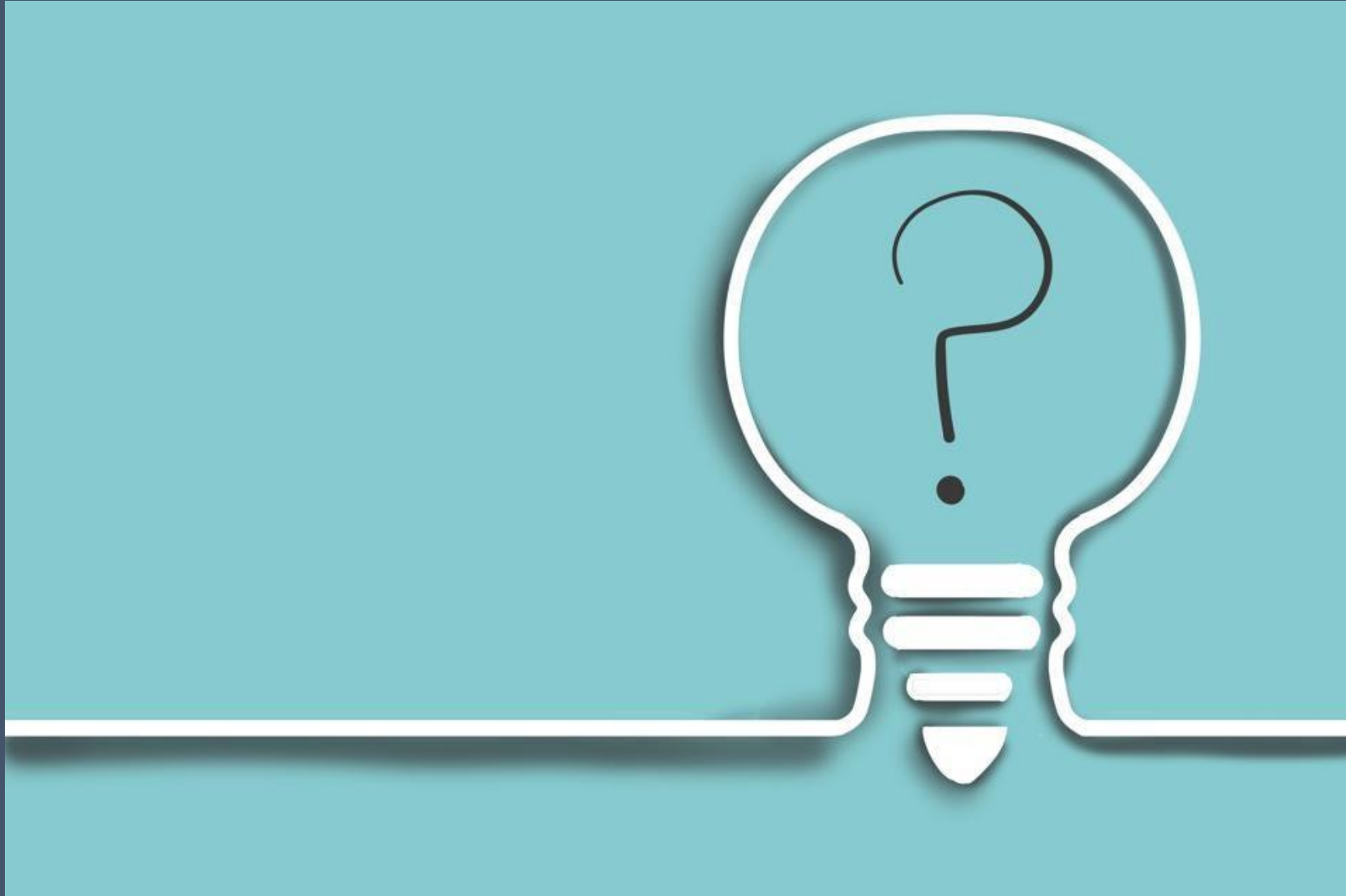
Where technical knowledge lacks summarize to objectives



## 5 things you can do now

1. Be Respectful – object and then commit
2. Manage Up – your leader is an umbrella for you, be one for them!
3. Get it on the Table – Knowing where you stand helps a leader!
4. Reflect – Understand stereotypes and how someone above might feel or issues they are attempting to resolve
5. Align – Make sure that your objectives do not step on or contradict the objectives of your leader

Questions?



# Please contact the Career Services Team if you have questions.

## ISSA Raleigh Chapter Career Service Team

- Chris Uhlig - [Chris.Uhlig@disys.com](mailto:Chris.Uhlig@disys.com)
- Elizabeth Cole-Walker – [elizabeth.colewalker2@gmail.com](mailto:elizabeth.colewalker2@gmail.com)
- Evan Strickland - [tacituacitum@gmail.com](mailto:tacituacitum@gmail.com)
- Jon Lee - [me@jonlee.us](mailto:me@jonlee.us)
- Tom Purdy – [tepurdy@att.net](mailto:tepurdy@att.net)





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