

Transcript | How to Communicate Effectively with a Busy Manager

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00:00:03.970 --> 00:00:08.240

Victoria Pallois: Hello, welcome to this Apolitical event.

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00:00:08.700 --> 00:00:15.119

Victoria Pallois: I will just give it a couple of seconds for everybody to join the virtual room.

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00:00:18.650 --> 00:00:20.140

Victoria Pallois: Welcome.

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00:00:20.360 --> 00:00:25.260

Victoria Pallois: Also, the opportunity for me to close down all of Zoom's pop-ups.

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00:00:25.370 --> 00:00:35.490

Victoria Pallois: that, pop up when we start this event. Well, hello and welcome to this panel event on how to communicate effectively with a busy manager.

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00:00:35.810 --> 00:00:40.650

Victoria Pallois: My name is Victoria, and I'm an event producer here at Apolitical

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00:00:41.190 --> 00:00:47.199

Victoria Pallois: Today, we're looking at how to build a stronger working relationship with a busy manager.

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00:00:47.570 --> 00:00:53.320

Victoria Pallois: We'll explore how to make the most of limited time, ask for the support you need.

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00:00:53.490 --> 00:00:59.270

Victoria Pallois: Communicate what matters clearly and help move decisions forward when they stall.

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00:00:59.890 --> 00:01:04.170

Victoria Pallois: For those of you who may be joining us for the first time, welcome!

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00:01:04.720 --> 00:01:14.429

Victoria Pallois: Apolitical is the world's largest network for government, used by more than half a million public servants and policymakers across 170 countries.

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00:01:15.190 --> 00:01:21.929

Victoria Pallois: Apolitical is a strategic partner to governments, helping them prepare their workforces for the future.

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00:01:22.650 --> 00:01:34.630

Victoria Pallois: We achieve this by upskilling through expert-led learning programs and peer communities, as well as by building innovative AI-powered tools designed for and with governments.

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00:01:35.210 --> 00:01:43.770

Victoria Pallois: It would be great to hear from you all, so please do post in the chat where you're joining us from, and what organization you work for.

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00:01:44.530 --> 00:01:47.169

Victoria Pallois: And while you are introducing yourself.

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00:01:47.320 --> 00:01:50.950

Victoria Pallois: I will just mention two housekeeping notes.

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00:01:51.700 --> 00:02:00.469

Victoria Pallois: Firstly, I'll mention that this event is recorded for on-demand viewing on the Apolitical website, so please don't record it yourself.

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00:02:00.810 --> 00:02:07.339

Victoria Pallois: We'll also be using the recording to generate events insights, including with AI-powered software.

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00:02:07.880 --> 00:02:18.200

Victoria Pallois: As this session is running on a Zoom webinar, we won't collect your video or audio data, but personal data shared in the chat may be captured.

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00:02:19.190 --> 00:02:23.970

Victoria Pallois: Contact details for privacy concerns are in the Apolitical homepage footer.

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00:02:24.740 --> 00:02:37.459

Victoria Pallois: You can also use closed captions in your own language, and these can be toggled on or off in your screen setting. My colleague is posting the instructions in the chat.

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00:02:38.360 --> 00:02:57.879

Victoria Pallois: I can already see... I need to open the chat, because I just have the notifications coming in. I can already see so many introductions. We have people from, Portugal, the UK, Nova Scotia, Alberta, a great mix from around the world, that's amazing.

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00:02:58.020 --> 00:03:05.200

Victoria Pallois: The second thing I would like to mention, I'd like to introduce you to the life in government community on Apolitical.

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00:03:05.300 --> 00:03:18.950

Victoria Pallois: It's the space to ask the questions we don't always get time for at work or at these events, such as how to build a strong team relationship, how to handle difficult conversations, or how to get your ideas heard.

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00:03:19.190 --> 00:03:27.670

Victoria Pallois: If you've ever wondered about those, you're definitely not alone, and this community is a great place to connect with your peers and learn from them.

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00:03:27.810 --> 00:03:31.790

Victoria Pallois: My colleague has also posted the link to that community in the chat.

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00:03:32.170 --> 00:03:38.359

Victoria Pallois: So let me go and have another look. I have to take the tab down, because so many introductions!

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00:03:38.520 --> 00:03:51.500

Victoria Pallois: We have people from South Africa, very sunny South Africa, I'm a little bit jealous now. Southeast UK, Cardiff, what an amazing, bunch.

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00:03:51.860 --> 00:04:02.200

Victoria Pallois: So we're gonna run two polls to get an idea of where you're joining us from today in today's discussion. So let's have a look at the first poll.

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00:04:02.370 --> 00:04:09.390

Victoria Pallois: It's going to pop up on your screen. And the question is, what makes it hardest to get your manager's attention?

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00:04:10.120 --> 00:04:14.710

Victoria Pallois: So first option, finding the right moment to raise something.

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00:04:15.770 --> 00:04:20.750

Victoria Pallois: Second option... Getting a clear answer once I've raised it.

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00:04:21.620 --> 00:04:26.269

Victoria Pallois: Third option, competing with everything else on their plate.

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00:04:27.250 --> 00:04:31.069

Victoria Pallois: Fourth option, knowing how much detail is too much.

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00:04:31.900 --> 00:04:36.030

Victoria Pallois: Or something else entirely, please do share in the chat.

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00:04:36.640 --> 00:04:40.640

Victoria Pallois: I'll give you just a minute to think about these answers.

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00:04:50.200 --> 00:04:55.370

Victoria Pallois: Amazing! Okay, so let's have a look at the answers. We have...

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00:04:55.600 --> 00:05:00.269

Victoria Pallois: A clear winner who's competing with every everything else on their plate.

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00:05:00.440 --> 00:05:08.869

Victoria Pallois: And then a close second, or two close seconds, are getting a clear answer once I've raised it, which kind of goes hand in hand with the first option.

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00:05:09.590 --> 00:05:15.060

Victoria Pallois: So the second poll that is going to pop up again on your screen very soon.

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00:05:15.290 --> 00:05:20.419

Victoria Pallois: The question is, which conversation would you most like help with?

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00:05:20.950 --> 00:05:25.819

Victoria Pallois: So, again, a range of options, asking for a clear decision.

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00:05:26.800 --> 00:05:28.860

Victoria Pallois: Raising a concern.

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00:05:29.960 --> 00:05:36.459

Victoria Pallois: Pushing back on competing demands, And discussing workload or priorities.

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00:05:37.600 --> 00:05:40.720

Victoria Pallois: And finally, asking for support or development.

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00:05:41.710 --> 00:05:50.100

Victoria Pallois: And in this case, I can see that it's a little bit tighter, the results, so let me give you a little moment to think about them.

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00:06:01.950 --> 00:06:16.450

Victoria Pallois: Amazing. Okay, so we have... I think everything is very close, but we have a winner by a small proportion of asking for a clear decision, and then you can see that all the other results are very, very close second.

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00:06:16.470 --> 00:06:28.899

Victoria Pallois: Well, thank you so much for participating in these polls. Now, introducing our speakers, we're fortunate to have two brilliant guests joining today, Marenglen and Sebastian.

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00:06:28.970 --> 00:06:39.440

Victoria Pallois: Marenglen Jonajonai is a multilateral governance, climate finance, and policy professionals with more than 18 years of experience across the UN.

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00:06:39.910 --> 00:06:49.729

Victoria Pallois: At the UNFCCC Secretariat in Bonn, he advises governments and COP presidencies on climate policy, finance, and negotiations.

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00:06:50.230 --> 00:06:55.099

Victoria Pallois: He is also completing a doctorate at the University Cote d'Azur.

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00:06:55.820 --> 00:07:04.779

Victoria Pallois: Sebastian Duke is Chief of Staff in the office of Armo Zorn in the German Bundestag, working across economic and energy policy.

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00:07:05.170 --> 00:07:17.029

Victoria Pallois: He studied philosophy, politics, and economics at the University of Oxford and holds a Master's of Public Policy from the Hertie School in Berlin with additional studies at Georgetown University.

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00:07:17.430 --> 00:07:25.349

Victoria Pallois: You can read their full bios by visiting the Resources tab at the bottom of your Zoom screen, and heading to the Speakers section.

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00:07:25.920 --> 00:07:42.949

Victoria Pallois: Well, welcome, both of you. It's very lovely to have you here. So let's start with an icebreaker to kick things off. You'll each have 30 seconds, and the question is, if your calendar were a physical place, what would it look like?

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00:07:43.150 --> 00:07:54.789

Victoria Pallois: So I'll give you just a moment to think and invite all of our audience to answer, in the chat as well, we'd love to have your answer. But Sebastian, let me come to you first.

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00:07:56.150 --> 00:08:13.000

Sebastian d'Huc: Sure. Welcome to the group. It's a pleasure to be able to speak to you today. It's fun that both of us are working in Germany, while most of the people seem to be mostly from the UK and Canada. But if there are some Germans in the chat, please let me know.

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00:08:13.000 --> 00:08:23.859

Sebastian d'Huc: My calendar, I would say, is less of a place than a thing, a jack in the box, I would say, because it is often not super full, actually.

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00:08:23.860 --> 00:08:46.390

Sebastian d'Huc: just the things that pop up, pop up completely unexpectedly, and at very short notice. So I rarely know what I'm going to be working on in even half an hour, and have to reprioritize all day, every day, and I think that is perhaps something that is particular to Parliament, but maybe some of you in the ministries also know that.

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00:08:50.740 --> 00:08:53.630

Victoria Pallois: Thank you so much. Marenglen, over to you.

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00:08:54.530 --> 00:09:11.149

Marenglen Gjonaj: Thank you, Victoria, and good morning and good afternoon to everybody, as the case may be. And hi, Sebastian from the other side of Germany. So, my calendar can look differently depending on the period of the year, but currently, I'm going into the conference COP.

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00:09:11.150 --> 00:09:24.969

Marenglen Gjonaj: It looks a bit like the COP with quite a few meetings running in parallel. A lot of changes that happen, last minute changes, and somehow the most important conversations are happening in between.

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00:09:25.450 --> 00:09:28.700

Marenglen Gjonaj: I must confess, that's not always the case, but sometimes it does.

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00:09:30.700 --> 00:09:44.280

Victoria Pallois: Thank you so much. And we also have some amazing answers in the chat. Let me have a read. So we have a bit of the messy library or a jungle or Grand Central Station in New York. I can only imagine.

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00:09:44.320 --> 00:09:53.520

Victoria Pallois: Or another one, an obstacle course. So I think that everybody has the same idea that sometimes it gets a bit messy and confusing to manage calendars.

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00:09:53.520 --> 00:10:09.679

Victoria Pallois: But here today, we're going to talk about how to manage or how to tiptoe around your manager's calendar and get the most out of them. So, we're going to start by exploring how to get your manager's attention and a decision taken.

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00:10:09.680 --> 00:10:20.930

Victoria Pallois: And Sebastian, I'm gonna go to you first. So, when you only have a very short amount of time with your manager, how do you prepare so that you can make the most of this time?

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00:10:23.030 --> 00:10:40.079

Sebastian d'Huc: So, the first thing that I like to do is bundle decisions, right? You can either go to your manager 10 times a day for 10 individual decisions, or you can have one of them, or one block with 10. And I find that at least mentally structuring it

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00:10:40.400 --> 00:10:47.999

Sebastian d'Huc: somewhat comparable to the Eisenhower matrix, where you prioritize on two axes, urgency and importance.

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00:10:48.000 --> 00:11:00.889

Sebastian d'Huc: is, something that is quite helpful to me. So, oftentimes you can also ask your manager to make a decision later if it's not truly urgent, and they will often

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00:11:00.890 --> 00:11:02.360

Sebastian d'Huc: During some other...

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00:11:02.360 --> 00:11:09.540

Sebastian d'Huc: point in the day, some other point in the week, have more time and more headspace for you. But.

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00:11:10.010 --> 00:11:20.380

Sebastian d'Huc: Additionally, you definitely have to prioritize or hierarchize in terms of importance, so that you come with the most important decisions first. I've always thought that this

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00:11:20.380 --> 00:11:34.180

Sebastian d'Huc: has been something that all of my previous employers have been quite receptive to. I think the other thing that is important is to frame your decisions intelligently, so that you

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00:11:34.200 --> 00:11:55.520

Sebastian d'Huc: don't have questions which have an either-or often, or that you don't have questions which need long sentences to answer them if you're doing it per email, but that you can ideally have a numbered decision, and you can say yes or no with them. And most questions can be framed in a yes or no format.

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00:11:55.520 --> 00:12:00.220

Sebastian d'Huc: And, sometimes, of course, this framing will also help you

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00:12:00.330 --> 00:12:14.380

Sebastian d'Huc: sort of nudge the decision you're looking for, if we're honest. I think most people do that. But it just allows people who have a very, very busy inbox, or a very short time to think about things, to go quickly.

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00:12:18.790 --> 00:12:21.059

Victoria Pallois: Thank you. I think the...

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00:12:21.200 --> 00:12:36.719

Victoria Pallois: the framing your decisions, in a way that makes it more understandable for your busy manager to quickly understand what you're asking of them is a great tip. Marenglen, when your manager has limited time to think.

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00:12:36.720 --> 00:12:43.279

Victoria Pallois: something through, with you. How can you make it easier for them to reach a decision?

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00:12:45.280 --> 00:13:04.580

Marenglen Gjonaj: Thank you, Victoria. And in very similar spirit as Sebastian's intervention earlier, I work in a environment of high-paced environment, which involves a lot of negotiation, particularly when at times of the conferences.

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00:13:05.680 --> 00:13:11.069

Marenglen Gjonaj: What happens mostly in that business, in that part of my business line is

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00:13:13.260 --> 00:13:17.200

Marenglen Gjonaj: My managers having to have to make decisions.

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00:13:17.400 --> 00:13:36.239

Marenglen Gjonaj: in last minute. So, having to think through very complex issues in 2 or 3 minutes, and having to make those decisions and understand the consequences of those decisions. But they don't do this alone. So, there are teams to do that work. I'm part of the chain. So, for me, in those moments is...

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00:13:36.370 --> 00:13:46.389

Marenglen Gjonaj: Turn all that complexity into a simple form that my manager can both understand, decide, and understand his own implications.

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00:13:46.960 --> 00:14:00.019

Marenglen Gjonaj: That often means essentially having to prepare, do a lot of that underlying work beforehand, so that when it gets to that moment, the manager has the confidence that the decision that is

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00:14:00.130 --> 00:14:03.660

Marenglen Gjonaj: Options that have been put forward are well thought.

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00:14:03.990 --> 00:14:12.379

Marenglen Gjonaj: And the consequences are understood by the organizations, and those implications will be Menched, somehow.

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00:14:12.830 --> 00:14:15.030

Marenglen Gjonaj: And the reason is very simple.

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00:14:15.660 --> 00:14:22.890

Marenglen Gjonaj: It's thinking for a manager in big organizations, global organizations, is very, very expensive.

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00:14:23.520 --> 00:14:27.140

Marenglen Gjonaj: And it can be very, very depleting.

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00:14:27.420 --> 00:14:44.880

Marenglen Gjonaj: I'm not... when I say turning that complexity to simplicity, I don't necessarily mean that the complexity should not be understood by the managers. If anything, complexity should be understood by all. But for the organization to move forward, organization being my manager, myself, my team, the manager of my manager.

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00:14:45.050 --> 00:14:50.970

Marenglen Gjonaj: We need those simplicities to move along while being prepared to also understand the complexity.

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00:14:51.390 --> 00:14:54.060

Marenglen Gjonaj: To conclude, in simple terms, that means

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00:14:54.320 --> 00:15:04.550

Marenglen Gjonaj: Having all the options in place, having thought thoroughly all the follow-ups, what needs to be done, and...

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00:15:06.010 --> 00:15:12.260

Marenglen Gjonaj: Importantly, having an information that is decision Making ready.

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00:15:15.140 --> 00:15:19.430

Victoria Pallois: Thank you. I think it's a very good tip of always thinking of not.

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00:15:19.790 --> 00:15:20.960

Victoria Pallois: just the...

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00:15:21.250 --> 00:15:33.869

Victoria Pallois: your options, but also the second-order consequences of the options to try and prepare for the follow-up questions that your manager is going to ask you on the moment. So I guess that...

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00:15:33.990 --> 00:15:36.510

Victoria Pallois: The idea here is preparation is key.

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00:15:37.670 --> 00:15:39.690

Victoria Pallois: Well.

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00:15:40.360 --> 00:15:41.649

Victoria Pallois: I guess that...

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00:15:42.030 --> 00:15:53.380

Victoria Pallois: a way to actually have a better relationship with your manager is also through trust. And so, let's explore how you can build trust with such a busy manager.

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00:15:53.560 --> 00:16:07.899

Victoria Pallois: So, Sebastian, you work with Arma Zorn, an MP at the German Bundestag. How do you build the trust with your MP when they don't need the need to check everything you do?

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00:16:08.230 --> 00:16:08.840

Sebastian d'Huc: Yeah.

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00:16:09.110 --> 00:16:25.230

Sebastian d'Huc: So, I think there's different aspects of this. I think what came out in the poll was that most people are also worried about, competing with everything else on your manager's plate, right? And.

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00:16:25.780 --> 00:16:36.359

Sebastian d'Huc: people are just very, very thankful if you can take things off their plate, and if you can take them off their plate competently. So I think the first thing that you need for trust is

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00:16:36.690 --> 00:16:48.930

Sebastian d'Huc: I hate to say it, but just quality of your results. And if your results are really, really good, then over time, everyone will know it, especially your manager will know it, and there will be

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00:16:49.060 --> 00:17:02.390

Sebastian d'Huc: typically less and less feeling of needing to control your every move so that you can gain independence. I think, though you can. That's like a very long term answer. What you can also do

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00:17:02.600 --> 00:17:09.989

Sebastian d'Huc: is... explicitly ask for the trust in certain instances, right? So I often try to find out

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00:17:10.020 --> 00:17:33.210

Sebastian d'Huc: whether I have power of attorney, to make a certain decision, or a certain category of decisions, just on my own, right? So, for example, within our, our office in the German Bundestag, the, we once discussed, how we, deal with hiring in our team, and I just quite simply have

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00:17:33.360 --> 00:17:49.579

Sebastian d'Huc: power of attorney to hire any interns, right? So that... we just don't talk about it anymore. Of course, at the end of the day, I need the formal signature, but the formal signature is then just given without talking about it.

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00:17:49.580 --> 00:18:06.329

Sebastian d'Huc: Right? So, asking clearly what you are allowed to decide on your own, and also what you're not allowed to decide on your own, I think is, it builds the trust because it makes sure that your, your principal doesn't have the feeling that a decision was made behind their back.

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00:18:06.390 --> 00:18:26.589

Sebastian d'Huc: And they can clearly object if they don't want you to make a certain kind of decision behind their back, quote-unquote, but at the same time, it frees up processes and

decision pipelines to make sure that only the decisions that they actually want to make, and perhaps actually need to make, reach their desk.

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00:18:26.910 --> 00:18:41.919

Sebastian d'Huc: And that other decisions are, taken sort of further down the food chain. I've worked, for some ministries in Germany as well, and I had a feeling that there you had a tendency to escalate every little issue.

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00:18:41.920 --> 00:18:58.739

Sebastian d'Huc: up the chain as far as it goes, and people were not... either not willing or not empowered to make the decisions. I think that, especially if you're a senior civil servant, just asking whether a certain type of decision may be your own to make definitely will

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00:18:58.740 --> 00:19:18.420

Sebastian d'Huc: be looked upon favorably from the people who are, otherwise making so many decisions per day. So, yeah. Yeah, I think that would be my main point, your quality of results, and also making it explicit what you are allowed to decide on your own and whatnot.

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00:19:19.950 --> 00:19:22.050

Victoria Pallois: I think, well, as.

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00:19:22.070 --> 00:19:30.759

Victoria Pallois: Somebody in the chat has commented an excellent and very insightful tip, and also, I guess it covers a bit your back.

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00:19:30.760 --> 00:19:42.810

Victoria Pallois: To have it, you know, very clearly, agreed on. And to Martha in the chat, yes, this, event will be recorded.

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00:19:42.860 --> 00:19:56.619

Victoria Pallois: So, Marin Glenn, over to you now. How can you use one-to-ones with a busy manager to build a relationship, rather than just simply working through your list of tasks?

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00:19:58.460 --> 00:19:59.700

Marenglen Gjonaj: Two important things.

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00:19:59.860 --> 00:20:05.689

Marenglen Gjonaj: that I've applied for a long time, and I do adjust depending on the situation, the context.

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00:20:06.080 --> 00:20:21.329

Marenglen Gjonaj: The first thing is that those one-to-one meetings, I tend to treat them not as just reporting mechanisms, and I'm saying this because I work in a very hierarchical organization. In other words, I don't use a meeting with my manager just to report on, here's what's done.

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00:20:21.330 --> 00:20:28.349

Marenglen Gjonaj: Here's what I'm doing. Here's what we can do. So it's not just about the information, but it's also about recalibrating often.

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00:20:28.350 --> 00:20:33.960

Marenglen Gjonaj: And the things that Sebastian talked about are very, very helpful. And the second thing is.

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00:20:34.510 --> 00:20:49.099

Marenglen Gjonaj: I tend to look at those meetings not as just transactional meetings, in which I get the thing that I need to get. or my manager needs the things that he needs, or she needs to get. But I use that also as a relational, by which I mean.

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00:20:49.500 --> 00:20:53.369

Marenglen Gjonaj: I need to understand also my manager's needs.

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00:20:53.950 --> 00:20:59.310

Marenglen Gjonaj: My assumption going into those meetings in this regard is that we are all people.

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00:20:59.790 --> 00:21:18.260

Marenglen Gjonaj: We come to the job, to the office, to a meeting. We don't come just as the unit of labor. We come with our own emotions, needs, things that happen outside of the business hours. So I need to understand also sometimes even atmospheric elements of it. Is my manager

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00:21:18.690 --> 00:21:35.440

Marenglen Gjonaj: in a good moment, is a good moment. Has a manager come out of a very high-tension meeting, or is it... now, I know these are very simple things, but they can make a huge difference for me in order to get the thing that I need. So, when I ask for a meeting.

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00:21:35.440 --> 00:21:41.729

Marenglen Gjonaj: I want to make sure that my manager know that I'm not just going there to get the thing that I need to get.

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00:21:41.890 --> 00:21:43.879

Marenglen Gjonaj: But that I comprehend.

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00:21:44.020 --> 00:21:47.950

Marenglen Gjonaj: the human dimension behind it. The same thing downstream.

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00:21:49.500 --> 00:21:52.340

Marenglen Gjonaj: I apply that with my team.

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00:21:52.520 --> 00:21:55.919

Marenglen Gjonaj: my junior team, and I expect the same thing.

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00:21:56.690 --> 00:22:00.670

Marenglen Gjonaj: So these are the two things, main things that I would apply.

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00:22:02.070 --> 00:22:10.000

Marenglen Gjonaj: Not always in the exact order, or not always in the exact level, but usually these are the kind of guiding principles for me.

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00:22:11.470 --> 00:22:18.179

Victoria Pallois: And I guess as, as Edith is saying in the chat, that reading the room is

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00:22:18.700 --> 00:22:34.400

Victoria Pallois: a skill that's useful for any meeting, not just one-to-ones. So, it's a skill to actually very nicely develop in your one-to-ones to kind of acute and tune your reading or your radar.

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00:22:34.880 --> 00:22:36.380

Victoria Pallois: So, once you've...

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00:22:36.500 --> 00:22:47.069

Victoria Pallois: developed this relationship with your manager, it's important to also have the opportunity to speak up when it matters. And...

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00:22:47.560 --> 00:22:59.760

Victoria Pallois: So, Sebastian, when something is important to your work, but isn't a priority for your manager, how do you make the case for why it should deserve their attention?

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00:23:00.490 --> 00:23:08.089

Sebastian d'Huc: I want to be a bad webinar guest and sort of reject a premise real quick before I actually answer it.

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00:23:08.350 --> 00:23:11.049

Sebastian d'Huc: I have found that often.

146

00:23:11.190 --> 00:23:13.920

Sebastian d'Huc: managers or principals

147

00:23:14.110 --> 00:23:30.780

Sebastian d'Huc: have priorities for a certain reason, right? And if something is not a priority for them, then maybe it also doesn't need to become one necessarily. I think in quite a few cases, that is the moment where you try to not push another thing on their plate.

148

00:23:30.780 --> 00:23:34.200

Sebastian d'Huc: But you try to, tell them.

149

00:23:34.200 --> 00:23:49.519

Sebastian d'Huc: okay, this seems to not be a priority. Am I now empowered to make that decision on your own... on my own? And many times, they'll say, yes, please just keep it away from my plate, as opposed to trying to.

150

00:23:49.720 --> 00:23:52.560

Sebastian d'Huc: Raise my attention for it, right?

151

00:23:52.680 --> 00:24:10.809

Sebastian d'Huc: Of course, this is the cheap answer. The more difficult question, the one that you pose, is what if they actually have to focus on it, right? And then I would say, usually it's good to sketch out the consequences of inaction.

152

00:24:10.810 --> 00:24:14.750

Sebastian d'Huc: And, if they do not truly engage in this issue.

153

00:24:14.750 --> 00:24:21.110

Sebastian d'Huc: And, give them a reason why this matters downstream, what the impact of the decision is.

154

00:24:21.110 --> 00:24:27.970

Sebastian d'Huc: And if you have a sound justification for this, and can show them why

155

00:24:27.970 --> 00:24:52.190

Sebastian d'Huc: if they don't do it now, it will become a bigger problem later, then I've very rarely had the feeling that they're not receptive to this, because if we're staying in the image of the plate, you don't want to sort of reject a little thing being put on your plate now if a huge schnitzel is put on your plate afterwards, right? Or ideally, or in many cases, something big that is

156

00:24:52.190 --> 00:24:53.750

Sebastian d'Huc: Not as nice as a Schnitzer.

157

00:24:53.750 --> 00:24:56.189

Sebastian d'Huc: Right? So,

158

00:24:56.960 --> 00:25:03.560

Sebastian d'Huc: The... if you can make it very plastic and... or very graspable for them, they will often

159

00:25:03.690 --> 00:25:12.310

Sebastian d'Huc: Pick it up, and if you find that you're having a difficult time justifying why it needs to be on their plate, then often it doesn't.

160

00:25:14.890 --> 00:25:28.859

Victoria Pallois: I really enjoyed the... your first point about actually questioning, firstly, should you actually talk about it? And I guess that sometimes, you know, we get so involved into our work and our tasks that

161

00:25:28.860 --> 00:25:35.529

Victoria Pallois: We believe they are the center of everybody's universe, when it's actually just the center of our universe.

162

00:25:35.550 --> 00:25:41.419

Victoria Pallois: So, this question is a very important step before going.

163

00:25:41.550 --> 00:25:46.279

Victoria Pallois: To see a busy manager and it ties to your to your point earlier that.

164

00:25:46.590 --> 00:26:05.539

Victoria Pallois: you want to bundle your decisions, and you don't want to go and, you know, talk to them every time you have an idea. And so, Marenglen, when you hold information that could change a decision, how do you challenge a more senior colleague without turning it into an argument?

165

00:26:07.880 --> 00:26:24.980

Marenglen Gjonaj: Whew, I have been in quite a few situations of that sort, and while without giving very specific examples, things that I have learned through those lived experiences and instances that very, very important that.

166

00:26:25.850 --> 00:26:28.730

Marenglen Gjonaj: It's not about me winning.

167

00:26:29.190 --> 00:26:36.770

Marenglen Gjonaj: or even my manager, or the other colleagues winning it, winning the argument. It's about... the outcome itself.

168

00:26:37.150 --> 00:26:59.359

Marenglen Gjonaj: And maybe it's easier for me to say that, being in the public sector, because oftentimes it's about collective efforts, collective outcomes, attributions, and all of that. But it is, indeed, in this context, it is true, based on my own experience. And of course, there are a few ingredients to that, in order to be able to actually speak up to your manager in those moments.

169

00:26:59.360 --> 00:27:07.749

Marenglen Gjonaj: The first thing is that it... for me and the manager, it's... or I need to communicate it very clearly in one way or another, that it's not about

170

00:27:08.020 --> 00:27:12.980

Marenglen Gjonaj: Challenging the decision-making authority of my manager, if that's the case.

171

00:27:13.550 --> 00:27:32.939

Marenglen Gjonaj: But it's about the information authority, and there are quite a few in my own experiences where I would have some specific information because I'm spending time and involved and engaging with a particular issue, or actor, or people. And so, therefore, making that clear to my manager.

172

00:27:33.140 --> 00:27:52.869

Marenglen Gjonaj: increases the confidence. And another ingredient to it is the trust that we spoke earlier, the trust, and I think Sebastian spoke abundantly about that, the trust of quality of the work, quality of the thing that I bring to the work, whether it's my labor, whether it's my thought process, whether it's the work, the outcomes. And if the manager

173

00:27:52.870 --> 00:27:59.279

Marenglen Gjonaj: Trust the quality of thing that you're doing, then I suppose it's easier to speak up.

174

00:27:59.460 --> 00:28:02.449

Marenglen Gjonaj: And you won't be seen as you are challenging it.

175

00:28:02.690 --> 00:28:21.340

Marenglen Gjonaj: So therefore, this issue of challenging and speaking up to the manager is not just an issue of brevity for me, or just because I know better, I have something better, and all of that, and there are consequences if we don't think about it now, and all of that. There is that for sure, but it's about the whole atmosphere around it.

176

00:28:21.340 --> 00:28:24.639

Marenglen Gjonaj: Me being trusted that what I'm saying.

177

00:28:24.690 --> 00:28:25.590

Marenglen Gjonaj: Is...

178

00:28:25.650 --> 00:28:31.120

Marenglen Gjonaj: relevant, or you can rely on what I'm saying, although I'm disrupting you as a manager in this particular moment.

179

00:28:31.590 --> 00:28:45.060

Marenglen Gjonaj: And of course, third and last one, but not the least, is, of course, the way you are approaching it. The language matters, the manners matter. You can't just, like... the posture sometimes, even if the other two ingredients are very good.

180

00:28:45.360 --> 00:28:57.479

Marenglen Gjonaj: if I'm approaching the language in a way with the gestures or implied gestures, it's difficult to take that, right, as a manager. And so I try to be as...

181

00:28:58.490 --> 00:29:10.260

Marenglen Gjonaj: as genuine in that as possible. And in my own lived experiences, genuinity is usually appreciated, and certainly in the kind of spheres that I work.

182

00:29:12.900 --> 00:29:19.559

Victoria Pallois: Thank you. I think you're, Your point about not challenging their authority, but about

183

00:29:19.810 --> 00:29:32.590

Victoria Pallois: maybe challenging the information or the data they have is a great framework to maybe kind of unblock those who are not confident enough to speak up, and I think that.

184

00:29:32.590 --> 00:29:45.490

Victoria Pallois: That's a good, great point. And Vanessa in the chat also shared a pain scale language, which could also be very useful, where you can gauge from 1 to 5 on how

185

00:29:45.550 --> 00:29:46.400

Victoria Pallois: of...

186

00:29:46.410 --> 00:30:05.319

Victoria Pallois: bad it is, I guess. Well, thank you so much. These were really fascinating insights. Please do remember to post your questions in the Q&A tab. You can also upvote any question that is particularly, interesting or resonates with you.

187

00:30:05.320 --> 00:30:13.209

Victoria Pallois: And before we dive into your questions, I wanted to let you know that we've also curated a great follow-on resource to today's topic.

188

00:30:13.320 --> 00:30:24.859

Victoria Pallois: It's a short course exploring how to build influence with more senior colleagues and communicate your ideas in a way that is more likely to gain their attention and support.

189

00:30:25.080 --> 00:30:37.909

Victoria Pallois: And to receive the link to your short course, go to the Life in Government community after the event, and leave a comment on the post pin at the top of the page, and we'll send you the resource by email.

190

00:30:38.080 --> 00:30:41.600

Victoria Pallois: My colleague is also posting the link in the chat.

191

00:30:42.340 --> 00:30:49.930

Victoria Pallois: Okay, so let's have a look at these questions. So we have one first question.

192

00:30:52.930 --> 00:31:01.710

Victoria Pallois: I guess I'll go to you, Sebastian, for this first question. What is the main way to contact a busy manager?

193

00:31:02.020 --> 00:31:09.189

Victoria Pallois: We have so many channels, yes, we have so many channels of contacts nowadays. How do you... how do you get hold of them?

194

00:31:11.420 --> 00:31:11.930

Victoria Pallois: Okay.

195

00:31:11.930 --> 00:31:19.610

Sebastian d'Huc: This will be annoying, but it depends, and I think it depends heavily on the preferences of said manager. And.

196

00:31:19.750 --> 00:31:38.480

Sebastian d'Huc: I think it's sometimes very useful to put yourself in their shoes. Typically, most people these days will get notifications from WhatsApp, Signal, Microsoft Teams, or Slack. Their email, they will get phone calls on their cell phone, they might get phone calls on a landline, and it's just...

197

00:31:38.640 --> 00:31:49.289

Sebastian d'Huc: a lot of different places where new information could be hiding, right? And over time, when you are working with someone, you will know what their...

198

00:31:49.290 --> 00:32:07.399

Sebastian d'Huc: preferred, or what the channel is to which they respond most effectively, right? And I guess it's also something where it's worthwhile just asking them outright, would you like to be called by me for a decision, and quite a few people do, or would you like it in a written manner, right?

199

00:32:07.400 --> 00:32:13.920

Sebastian d'Huc: And, Then, one thing that I also find important there is.

200

00:32:14.880 --> 00:32:16.200

Sebastian d'Huc: people...

201

00:32:16.420 --> 00:32:29.399

Sebastian d'Huc: intuitively have an image after a while of whether someone's request is probably deserving a response. I don't know if, how your personal WhatsApp inboxes look.

202

00:32:29.400 --> 00:32:38.220

Sebastian d'Huc: But I think quite a few people have dozens or hundreds of unread chats.

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00:32:38.220 --> 00:33:03.200

Sebastian d'Huc: And we can question whether that is like an acceptable way to conduct your own business, but I think that's the reality for most people. So then which chat is actually answered immediately and which one isn't? And I think the one where you have over a long period of time cultivated an image of yourself that you only come to them if you actually have an important decision.

204

00:33:03.200 --> 00:33:11.559

Sebastian d'Huc: and you don't bother them for every little thing. If you have that image, or have that reputation, I guess.

205

00:33:11.560 --> 00:33:21.190

Sebastian d'Huc: then, you will find it significantly easier to be... to contact your manager. They will prioritize you if you have shown that you are worth prioritizing.

206

00:33:23.280 --> 00:33:34.089

Victoria Pallois: That's an excellent answer. Thank you, Sebastian. And I can see Jennifer in the chat saying that they cannot leave a chat unanswered, so I guess they don't have the problem.

207

00:33:34.510 --> 00:33:48.429

Victoria Pallois: Marenglen, I have an answer... a question for you. You will provide the answer. What are your tips when working with a manager who has very little bandwidth due to already having too much on their plate?

208

00:33:48.570 --> 00:34:01.740

Victoria Pallois: And I agree they have an importance... there is an importance of reading the room, but what if the room always says, the manager is too busy, I'm only focusing on my files?

209

00:34:03.970 --> 00:34:08.190

Marenglen Gjonaj: Little confession again.

210

00:34:08.620 --> 00:34:27.240

Marenglen Gjonaj: I do face... I have faced quite a similar situations in my two decades of work in international civil service, almost by now. Everything that we discussed earlier, myself including what Sebastian said, apply in those complex situations. And it's all contextual also.

211

00:34:27.389 --> 00:34:40.379

Marenglen Gjonaj: So, if there are situations where, I've been reaching out, and colleagues have been reaching out so many times, and yet the response of the manager is lacking, for example, or...

212

00:34:40.940 --> 00:34:46.539

Marenglen Gjonaj: The best thing to do, based on my experience, is to say, hey, listen, can we at least have a 5-10 minutes?

213

00:34:47.030 --> 00:34:50.070

Marenglen Gjonaj: So I'm sending the signal that I'm not depleting you.

214

00:34:50.610 --> 00:35:02.240

Marenglen Gjonaj: I recognize, I understand that you have a difficult job, as much as I have a difficult job. Can we have 5-10 minutes? And then the thing that we discussed earlier, apply, right? So you're preparing and making sure that you're spending that 5-10 minutes.

215

00:35:02.240 --> 00:35:14.730

Marenglen Gjonaj: It could be another situation where you really want to unlock an impasse. So you got an impasse, your director, manager, they're not helping. You feel like you're not being helped, right?

216

00:35:15.110 --> 00:35:23.359

Marenglen Gjonaj: And the same thing apply. So, you find a way of sending a signal to them that I'm willing, we are willing to move forward.

217

00:35:23.480 --> 00:35:39.069

Marenglen Gjonaj: And I say the 5-10 minutes because... not just because it's just spending this time is very depleting for management, but it's also, at least in my business line, we have this unchallenged structural way of scheduled meetings. Half an hour.

218

00:35:39.240 --> 00:35:40.809

Marenglen Gjonaj: 1 hours.

219

00:35:41.160 --> 00:35:57.670

Marenglen Gjonaj: it's either because of the system, software, or because we as people have kind of become slaves of those systems. So I go into the calendar, it's half an hour. So if somebody's sending an invite for an hour, and half an hour, I'm like, oh god, the whole day's gone, right? So, because I have 4 or 5. And I tend to think that my managers would think the same, right?

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00:35:58.220 --> 00:36:01.100

Marenglen Gjonaj: And so, the 5-10 minutes, again.

221

00:36:02.950 --> 00:36:07.599

Victoria Pallois: I think the... your example about the calendars having the fixed.

222

00:36:07.780 --> 00:36:17.180

Victoria Pallois: suggestions of 30 or 1 hour are very relevant, and I've started doing 15-minute meetings, and you'd be surprised by how much you can fit into 15 minutes.

223

00:36:17.440 --> 00:36:19.949

Victoria Pallois: Sebastian, you'd like to add something?

224

00:36:19.950 --> 00:36:31.900

Sebastian d'Huc: Yeah, if I may, I think that was very interesting what you said, Marenglen, but to the... or to the question of what if they always deprioritize you?

225

00:36:32.540 --> 00:36:47.290

Sebastian d'Huc: I would suggest maybe seeing an opportunity in that, also, because it gives you a lot of freedom. You can really own the whole topic. I don't know, if your boss never wants to do a panel discussion on this

226

00:36:47.480 --> 00:37:01.100

Sebastian d'Huc: topic that you are working on, or this portfolio you're working on, maybe you can do the panel discussion, right? And then as long as you ask them, hey, is it fine if I own this topic and run with it? They'll.

227

00:37:01.120 --> 00:37:11.930

Sebastian d'Huc: Or maybe they'll reject it, but if they don't, then you'll be in a great place where you have a lot of freedom to also build your own visibility and show why the topic is important.

228

00:37:14.580 --> 00:37:17.519

Victoria Pallois: Thank you. Very good addition, yes.

229

00:37:19.960 --> 00:37:32.720

Victoria Pallois: Well, I have another question, which I guess could go to both of you, so I'll give it to both of you, is how do I get a meaningful answer in times of ambiguity?

230

00:37:32.720 --> 00:37:41.310

Victoria Pallois: So I guess when both the manager and the, manager are both equally maybe clueless on what is happening.

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00:37:43.540 --> 00:37:44.750

Sebastian d'Huc: Do you want to start?

232

00:37:45.510 --> 00:37:55.960

Marenglen Gjonaj: Yeah, I couldn't. Victoria, another confession. I've been giving a lot of confessions. My job tends to involve a lot of uncertainty and ambiguity.

233

00:37:56.170 --> 00:38:05.509

Marenglen Gjonaj: In part because of the subject of the matter and climate, working on negotiations and multilateral affairs around it, and for the climate in general.

234

00:38:05.930 --> 00:38:15.200

Marenglen Gjonaj: But also the reaction responses to it. And the times that we're leaving now, that increases a lot more that ambiguity and certainty. So.

235

00:38:15.890 --> 00:38:18.480

Marenglen Gjonaj: What do I do about it?

236

00:38:19.660 --> 00:38:28.079

Marenglen Gjonaj: A lot of the... everything that we have discussed apply, so... I would... my first assumption is that my manager, because

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00:38:28.680 --> 00:38:32.610

Marenglen Gjonaj: She or he is operating also under ambiguity and certainty.

238

00:38:33.030 --> 00:38:36.870

Marenglen Gjonaj: May not have or hold the necessary information to do the next.

239

00:38:37.260 --> 00:38:43.609

Marenglen Gjonaj: thing that we want, whether it's a decision or action or something. So therefore, I have to do quite some thinking myself.

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00:38:44.310 --> 00:38:47.820

Marenglen Gjonaj: The second thing is that, under these circumstances.

241

00:38:48.840 --> 00:38:52.329

Marenglen Gjonaj: I tend to try and think a little bit more beyond a bro...

242

00:38:52.780 --> 00:38:57.099

Marenglen Gjonaj: Beyond the parameters of what I see to be the task or the activity.

243

00:38:57.520 --> 00:39:02.950

Marenglen Gjonaj: So, in other words, do we really need to have a solution every point in time?

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00:39:03.440 --> 00:39:06.340

Marenglen Gjonaj: If it is an ambiguous and uncertain time.

245

00:39:06.710 --> 00:39:18.079

Marenglen Gjonaj: Unless it is a life-saving, or it is something very, very important that is unlocking a situation of conflict, or whether it's a debate, or physical conflict, or whatever it is.

246

00:39:18.520 --> 00:39:24.609

Marenglen Gjonaj: Or an ethical issue, or something of legal nature, and all of that, then do we really need

247

00:39:26.590 --> 00:39:40.190

Marenglen Gjonaj: then I can suggest having a conversation about ambiguity, maybe. So, maybe that might help, right? And it feeds into that relational and non-transactional that I mentioned earlier. So, under this time... times of uncertainty and ambiguity.

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00:39:41.100 --> 00:39:43.719

Marenglen Gjonaj: Unless it is one of those situations.

249

00:39:44.040 --> 00:40:01.940

Marenglen Gjonaj: And if I'm assuming, and I know that my manager is operating under the same, I'm not going to pass the burden onto my manager, and I expect, hopefully, the same from other colleagues to me, that forcing that we need to take some decision, or we need a solution, or we need something.

250

00:40:03.200 --> 00:40:05.619

Marenglen Gjonaj: So that's the way I would approach.

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00:40:06.150 --> 00:40:22.529

Marenglen Gjonaj: And of course, that also involves sharing the labor. Like, if my manager is spending a lot of time to make sense of what's happening, if it's an ambiguous situation, is it an institutional issue, is it more geopolitical, or is it a more material issue that concerns the organization or people for themselves?

252

00:40:22.530 --> 00:40:28.039

Marenglen Gjonaj: Then the same for me. I need to do some of that sense-making so that when we meet together.

253

00:40:28.080 --> 00:40:32.449

Marenglen Gjonaj: We also sense give and make this a shared responsibility.

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00:40:32.710 --> 00:40:39.670

Marenglen Gjonaj: I think Sebastian spoke earlier when I said that just passing on the responsibilities to the next is definitely not as

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00:40:40.300 --> 00:40:53.029

Marenglen Gjonaj: good environment, right? So you want to mitigate and reduce that, and you do that by sharing. And that's more than ever, in my own experience, when you're operating under uncertainty and ambiguity.

256

00:40:57.520 --> 00:41:16.439

Sebastian d'Huc: Frankly, I don't have much very much to add to that. I think that's exactly the point. Like, it's part of the job to break down ambiguity, right? And if it's, before you pass it down the line or up the ladder. And, that's often quite difficult, but.

257

00:41:16.510 --> 00:41:19.320

Sebastian d'Huc: I think it's... it needs to be done.

258

00:41:21.130 --> 00:41:36.899

Victoria Pallois: Thank you. Thank you both. And Marion Glenn, we'll make sure to have highlights, especially for your confessions that you've shared... you've shared in this event. We have had a question coming through the chat on.

259

00:41:37.120 --> 00:41:55.899

Victoria Pallois: How would you communicate to your manager to keep them updated on an area without them taking over your project? Because this person, they want to inform, but not keep ownership of this project. Sebastian, would you have anything to add on this?

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00:41:57.480 --> 00:42:01.669

Sebastian d'Huc: Not really, frankly, I haven't dealt with that issue very much.

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00:42:02.750 --> 00:42:21.730

Sebastian d'Huc: my thoughts would only be that, yeah, you should... or, again, being explicit is helpful, right? And, also sometimes explicitly saying, hey, it would be important for me to sort of retain that area, as opposed to sort of

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00:42:21.760 --> 00:42:30.249

Sebastian d'Huc: Kowtowing from the mere expectation of what the other person might think or want, right?

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00:42:34.970 --> 00:42:37.999

Victoria Pallois: Maren then would you have anything to add would you like?

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00:42:38.350 --> 00:42:52.149

Marenglen Gjonaj: So, like Sebastian, I may... at least in my recollection of memories, I don't have... I haven't registered, at least it doesn't come in my mind, like, situations of that exact sort. To me, it sounds more a bit of a situation of

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00:42:52.230 --> 00:43:03.300

Marenglen Gjonaj: project type, like, specific initiative type, but there are, in my own experience, some tangential experiences, somewhat relevant in the sense, for example.

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00:43:03.330 --> 00:43:09.219

Marenglen Gjonaj: On, decision making, particularly when decision making involves kin.

267

00:43:09.220 --> 00:43:13.290

Marenglen Gjonaj: involve two or three people. And so in those situations.

268

00:43:13.290 --> 00:43:34.160

Marenglen Gjonaj: one party may want to have exclusive authority in taking the decision, although, let's say, in hierarchically, that's possible for two or three people. And it boils down to actual relationship, how you build that atmosphere relationship together. So, if that's relevant, I've seen some situations of that sort.

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00:43:34.160 --> 00:43:35.829

Marenglen Gjonaj: How I've approached to that.

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00:43:36.340 --> 00:43:41.179

Marenglen Gjonaj: Well, again, everything we have discussed apply. So it's about...

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00:43:41.590 --> 00:43:50.190

Marenglen Gjonaj: the trust. So, if the first tendency of my, let's say, manager is for taking it over and deciding herself or himself.

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00:43:50.490 --> 00:44:00.109

Marenglen Gjonaj: Then I need to send a signal that need to reach out and say, hey, you need to trust me that me including here is not about my personal ego.

273

00:44:00.220 --> 00:44:09.239

Marenglen Gjonaj: But we can work together for the better, greater good, which is the organizational unit, or the organization in its entirety. If that...

274

00:44:09.400 --> 00:44:14.790

Marenglen Gjonaj: instance is relevant. Yes, I faced situations of this sort, but not in this

275

00:44:15.060 --> 00:44:18.940

Marenglen Gjonaj: project type where I'm designing something I cannot

276

00:44:19.210 --> 00:44:23.280

Marenglen Gjonaj: reach out to my manager because I fear it will be taken over.

277

00:44:25.220 --> 00:44:35.180

Victoria Pallois: Thank you Marengren and Sebastian and actually somebody in the chat shared a useful tip of maybe saying sharing it for your awareness.

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00:44:35.430 --> 00:44:43.170

Victoria Pallois: So that the manager knows that they... it's not a decision or a feedback that is asked for, but just

279

00:44:43.910 --> 00:44:45.360

Victoria Pallois: and information.

280

00:44:46.050 --> 00:45:03.620

Victoria Pallois: So we've had also a number of questions about, working with neurodiverse people. So this question is, what if you are neurodiverse and your manager has no care or interest in neurodiverse staff?

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00:45:03.940 --> 00:45:07.360

Victoria Pallois: This person needs details and logics.

282

00:45:07.470 --> 00:45:20.349

Victoria Pallois: But their manager's communication is very vague, causing them to not be at their best at work. So how can you actually work better with this manager?

283

00:45:21.740 --> 00:45:27.159

Victoria Pallois: I can see you both nodding, so whoever would like to share their opinion first.

284

00:45:27.660 --> 00:45:40.400

Sebastian d'Huc: I could try it, since it's quite similar to what I said earlier. My knowledge on this is quite limited. I have no formal training in, sort of dealing with neurodiverse people, but.

285

00:45:40.400 --> 00:45:55.600

Sebastian d'Huc: My feeling would be that this is another moment where you can try to make explicit what your needs are. And for example, if you need very clear yes, no communications, then frame them as very clear yes, no questions, right?

286

00:45:55.600 --> 00:46:00.940

Sebastian d'Huc: And, if... or often people...

287

00:46:01.050 --> 00:46:05.250

Sebastian d'Huc: Stay vague, if you allow them to stay vague, you're...

288

00:46:05.250 --> 00:46:28.419

Sebastian d'Huc: Your manager might stay vague if you allow them to stay vague, and if you make it very explicit, again, I'm sounding like a broken record, but if you make very explicit what you want from them, then it'll be harder for them to pull out of that situation, and you might get answers that are more closely aligned to your needs. I hope that roughly goes in the right direction of what this person was requesting.

289

00:46:32.370 --> 00:46:35.260

Victoria Pallois: Thank you. Marenglen, would you like to add anything?

290

00:46:35.750 --> 00:46:50.730

Marenglen Gjonaj: So I think, yes, I've had situations of the sort. I mean, the beauty of working for international organization is that, or even the advantage for that matter, is that you do have the chance and opportunity to work

291

00:46:50.730 --> 00:46:59.800

Marenglen Gjonaj: With a range, a wide range of colleagues that come from various different backgrounds, life stages, and all of that.

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00:46:59.890 --> 00:47:09.059

Marenglen Gjonaj: The way I think about it is that we are all people, and we need to be understood, regardless of who we are. So if we are felt understood.

293

00:47:09.280 --> 00:47:19.179

Marenglen Gjonaj: by our manager, colleague, upstream, downstream, or across divisions, or stakeholder institutions, and all of that. Then...

294

00:47:19.710 --> 00:47:36.379

Marenglen Gjonaj: it's easier to figure out a way. For example, in my own experience, one of the things is that really figuring out a conversation, and you do also a bit of a labor, you have to understand the colleague, the colleague has to understand you also, in their own ways.

295

00:47:36.600 --> 00:47:43.140

Marenglen Gjonaj: finding ways of complementing. So, for example, certain colleagues have.

296

00:47:43.370 --> 00:47:55.550

Marenglen Gjonaj: Very highly skilled to process high amount of information, extremely intelligent, and like the technical work, because they can process it in such an intelligent way.

297

00:47:56.080 --> 00:48:02.719

Marenglen Gjonaj: One way has been for me is that we figure out where is our competences because of where we are.

298

00:48:03.950 --> 00:48:10.709

Marenglen Gjonaj: And we divide the labor that way. Now, I can understand that in some cases, it may not work that well. It takes time, maybe.

299

00:48:10.900 --> 00:48:28.069

Marenglen Gjonaj: It can take... you have to put a lot of effort, but if my premise is, I repeat, my premise is that we are all people that need to feel understood. If we approach this issue with that spirit, then the rest is logistics of figuring out what's the best way.

300

00:48:28.410 --> 00:48:32.459

Marenglen Gjonaj: If I feel you understand me, you feel I understand you.

301

00:48:32.700 --> 00:48:38.009

Marenglen Gjonaj: The chances are that we sit down and figure out a way is very, very high, no matter who we are.

302

00:48:38.260 --> 00:48:41.620

Marenglen Gjonaj: Even if you, I am from 5 centuries old.

303

00:48:41.730 --> 00:48:46.239

Marenglen Gjonaj: System, and you are from 5 centuries ahead, will find a way to work.

304

00:48:47.900 --> 00:48:53.519

Marenglen Gjonaj: And the logistics might be skill set, like, dividing labor according to skill sets, if...

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00:48:53.780 --> 00:48:56.230

Marenglen Gjonaj: You have the scope for that, or something else.

306

00:48:58.820 --> 00:49:10.170

Victoria Pallois: Thank you, Marengman. And I can see the emoji reactions, which is always quite nice, because obviously for us, it's a bit difficult. Well, we can't see you, so it's a bit difficult to see or to...

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00:49:10.170 --> 00:49:22.959

Victoria Pallois: to understand how you are receiving the information, so please keep them coming. It's always very nice to see them. And I can see a comment in the chat, to your point, to both of you earlier, that

308

00:49:22.960 --> 00:49:33.759

Victoria Pallois: Their manager had flipped a vague situation back at them, saying that this was an opportunity to come up with a solution to reduce the ambiguity.

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00:49:33.800 --> 00:49:37.820

Victoria Pallois: So I think that it comes back to your earlier comments that.

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00:49:38.020 --> 00:49:40.319

Victoria Pallois: Whenever it feels a bit tough.

311

00:49:40.540 --> 00:49:45.009

Victoria Pallois: Always try and find the positive or the opportunity within it.

312

00:49:46.150 --> 00:49:52.089

Victoria Pallois: We have another question related to an early discussion by Marenglen.

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00:49:52.240 --> 00:50:02.310

Victoria Pallois: And this question is, busy managers are not only need complete, concise, and well-organized information to make timely decisions.

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00:50:02.870 --> 00:50:08.969

Victoria Pallois: However, not all employees naturally bring issues forward in that way.

315

00:50:09.150 --> 00:50:23.610

Victoria Pallois: What approaches have you seen managers use to help team members develop that habit of doing the necessary analysis and preparation before escalating an issue for a decision?

316

00:50:28.050 --> 00:50:28.390

Marenglen Gjonaj: So.

317

00:50:28.390 --> 00:50:29.730

Victoria Pallois: Aaron, yes.

318

00:50:30.020 --> 00:50:33.420

Marenglen Gjonaj: It's about people again. That's how that's my starting point.

319

00:50:33.680 --> 00:50:41.589

Marenglen Gjonaj: So, if I... if I was in the situation, then I start asking my question, is it because somehow I disengaged?

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00:50:41.960 --> 00:50:43.289

Marenglen Gjonaj: And I didn't...

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00:50:43.600 --> 00:50:54.030

Marenglen Gjonaj: kind of spend enough time, or the necessary time, that I would have with the colleague to feel... for the colleague to feel comfortable, right? To bring decisions forward in the way they need to be brought.

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00:50:54.400 --> 00:50:58.749

Marenglen Gjonaj: That's my starting point. And if that's the case, then...

323

00:50:58.880 --> 00:51:09.099

Marenglen Gjonaj: I need to figure it out myself so that I can rectify and do that. Whether it's allocating the necessary time, or rethink my approach, and that kind of thing.

324

00:51:10.230 --> 00:51:15.270

Marenglen Gjonaj: The second is, because it's about people, then the concerned colleague

325

00:51:15.710 --> 00:51:19.419

Marenglen Gjonaj: I really need to spend some time and think and work with a colleague.

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00:51:20.490 --> 00:51:23.649

Marenglen Gjonaj: And in the process, to understand

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00:51:24.470 --> 00:51:29.590

Marenglen Gjonaj: What is that the colleague really can do herself or himself?

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00:51:30.080 --> 00:51:37.230

Marenglen Gjonaj: And through that conversation, I identified that there may be 70-80% of the thing the colleague can do without even having to come to me.

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00:51:37.760 --> 00:51:45.819

Marenglen Gjonaj: But the colleague has thought, because of that, my disengagement, it's kind of blocked, and it creates a completely unnecessary... it's just created by the people.

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00:51:46.140 --> 00:51:58.559

Marenglen Gjonaj: issue. And if that's the case, then we, through that engagement process with a colleague, we identify that 70-80%, 90%, or 40%, whatever it is, you can do it, right? You don't even have to come to me.

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00:51:59.190 --> 00:52:05.399

Marenglen Gjonaj: And I've had a few situations of the sort where the conclusion has been, hey, okay, like.

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00:52:05.870 --> 00:52:10.209

Marenglen Gjonaj: I tell my colleague, I have the full confidence that you can do it.

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00:52:10.620 --> 00:52:16.330

Marenglen Gjonaj: And sometimes I've had also situations where even without me repeating it, the colleague.

334

00:52:16.580 --> 00:52:20.639

Marenglen Gjonaj: Has felt like in the same... kind of in the same cycle.

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00:52:20.820 --> 00:52:23.139

Marenglen Gjonaj: In those instances.

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00:52:23.910 --> 00:52:39.579

Marenglen Gjonaj: through the conversation, we realize that it's the colleague also that it's just... we're people, right? So, it's not just about the labor unit that we are during the business hours, but it's about also the things that come from our life experience, social being, and all of that.

337

00:52:39.820 --> 00:52:55.269

Marenglen Gjonaj: And so... and then my job is to give the time, the necessary time, not to pressure. Me saying good words and saying something that on the paper looks like a good evaluation, it's not helping, because, again, it's people that are working. It's not just the labor unit.

338

00:52:55.500 --> 00:53:02.009

Marenglen Gjonaj: And so there have been even situations where, even through that discussion process, I even stopped saying.

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00:53:02.230 --> 00:53:04.500

Marenglen Gjonaj: You can take decisions on your own.

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00:53:05.610 --> 00:53:12.649

Marenglen Gjonaj: I know that it sounds like not a formula that you can have, but in my own lived experiences.

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00:53:13.130 --> 00:53:20.149

Marenglen Gjonaj: The actual real cases tend to be a lot more nuanced than what we... Learn in the textbooks.

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00:53:22.060 --> 00:53:34.660

Sebastian d'Huc: Maybe I can connect to that. I agree with a lot of what you said, Maren Glenn. I thought I'd add something very practical to this, also.

343

00:53:34.730 --> 00:53:44.100

Sebastian d'Huc: So, if I understood the situation correctly, the question is, how does the manager encourage their team to be concise, and so on and so forth, right? And.

344

00:53:44.710 --> 00:54:04.959

Sebastian d'Huc: I think if the manager were to tell their team member that is a bit fluffy or unprecise, hey, you gotta do it, this would probably come across as a negative form of feedback that incites worry or fear on the other side, right? Because it is your boss criticizing the way you have previously been presenting things.

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00:54:05.680 --> 00:54:19.440

Sebastian d'Huc: A method that I would suggest there is to have more lateral learning within the team. If there is some team member who is very competent at sort of structuring this information and bringing it to a decision.

346

00:54:19.440 --> 00:54:34.299

Sebastian d'Huc: then why doesn't that team member give a small internal workshop on some Friday afternoon for an hour, how to structure information, right? So maybe another version of this webinar, one could say. And if a.

347

00:54:34.370 --> 00:54:42.389

Sebastian d'Huc: If this happens within the team, and best practices are shared within the team or across teams, but shared laterally versus vertically.

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00:54:42.390 --> 00:54:54.869

Sebastian d'Huc: then this often incites very positive reactions and really allows people to learn, and not just learn from watching their colleagues, but learn from being explicitly taught by their colleagues. I think.

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00:54:55.270 --> 00:55:05.330

Sebastian d'Huc: there's often... also, as what you said, Maren Glenn, such a wide variety of skill within teams, and the...

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00:55:05.570 --> 00:55:16.959

Sebastian d'Huc: risk is that people sort of monopolize their own skill as a skill, as opposed to trying to empower others to have that skill as well. And, especially if

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00:55:16.960 --> 00:55:28.589

Sebastian d'Huc: the lack of someone having one skill causes problems, then I think it almost becomes, necessary to try to, to teach each other on how to conduct yourself best.

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00:55:30.650 --> 00:55:35.199

Victoria Pallois: Well, I think that if I can, if I could summarize.

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00:55:35.380 --> 00:55:40.360

Victoria Pallois: Your answers in one sentence is that people matter way more than we think.

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00:55:40.490 --> 00:55:53.230

Victoria Pallois: So, do spend time building these relationships, with your manager, but also with your colleagues to learn from them whenever you need and you need to develop your skills. Well.

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00:55:53.300 --> 00:56:08.130

Victoria Pallois: I think that's all we have time for today. We've went through a lot of these questions, amazing questions, but please, I'd like to ask you all in giving Marenglen and Sebastian a huge virtual round of applause.

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00:56:08.130 --> 00:56:18.699

Victoria Pallois: send these emojis in. And most importantly, thanks to you, the audience, for taking the time in this topic and being so engaged in your learning.

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00:56:18.740 --> 00:56:29.060

Victoria Pallois: The team is going to pull up a quick poll to find how you felt about today, which will help us continue to improve on our content, and we really appreciate your responses.

358

00:56:29.610 --> 00:56:44.689

Victoria Pallois: Before you go, and while you're responding to that poll, I want to share a few more events that you can register for. And again, if you are not able to join live, please do register in order to get sent the recording, to catch up afterwards.

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00:56:45.050 --> 00:56:55.649

Victoria Pallois: So at the end of the month, we have governing for the worst El Nino on record on how governments can prepare for and respond to extreme climate events.

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00:56:56.860 --> 00:57:09.470

Victoria Pallois: Then next month, we have how to manage stakeholders who want different things, on how navigating competing demands and keeping work moving forward. I guess a little bit related to today's topic.

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00:57:09.900 --> 00:57:24.500

Victoria Pallois: Okay, well, this is all we have time for today. I hope that you found it really useful, and I want to say a huge thank you to our speakers, to everyone who's made today happen, and to you for taking the time out of your busy days.

362

00:57:24.700 --> 00:57:32.920

Victoria Pallois: Keep an eye out for the email coming your way with the today's recording and the resources, and don't forget to find my post in the community.

363

00:57:33.030 --> 00:57:40.549

Victoria Pallois: We hope to see you at another Apolitical event very soon. Have a great day! Bye-bye!

364

00:57:40.750 --> 00:57:41.790

Marenglen Gjonaj: Thank you everybody. Cheers.

365

00:57:41.790 --> 00:57:42.880

Sebastian d'Huc: Goodbye.