



# 3 Minute Mentor

Episode 22 Show Notes

## Episode 22: Managing horizontally

One of the most important skills is to learn to manage people who don't work for you.



### 1. Why do you need to manage horizontally?

- Often on projects you have to manage people who don't work for you
- Reasons might be legal, HR, regional or even internal political
- Sometimes you hear people say, "if they don't work for me, it can't be done"
- This is a failure of leadership and typically can derail a career
- You have to learn to manage people who don't report to you

### 2. Basic principles

- Projects have the same principles as all projects but leadership comes from authority not power
  - you need to motivate people to come with you – you can't just tell them
- Even more important are that the three M's are clear: Mission, Metrics Milestones
- Remember your peers and colleagues have content and approach
  - let them use them and prove them as part of the team

### 3. How do you manage horizontally?

- Ensure the 3Ms are clear, understood and endorsed by the team and the senior management
- Create a regular review process and assess movement towards the 3Ms
- Make sure team members have defined responsibilities that link them to the 3Ms
- Focus on keeping to the milestones
- Use escalation to ensure execution.

**Bottom Line:** Horizontal management is about teaming and making sure the team succeeds and gets rewarded - senior management will know what you have done and will reward you for the team's success.