

The delicate dynamics of challenging a superior

Article

Accepted Version

Laker, Benjamin ORCID logo ORCID: <https://orcid.org/0000-0003-0850-9744> (2023) The delicate dynamics of challenging a superior. MIT Sloan Management Review. ISSN 1532-9194 Available at <https://centaur.reading.ac.uk/113632/>

It is advisable to refer to the publisher's version if you intend to cite from the work. See [Guidance on citing](#).

Published version at: <https://sloanreview.mit.edu/article/the-delicate-dynamics-of-challenging-a-superior/>

Publisher: MIT Sloan School of Management

All outputs in CentAUR are protected by Intellectual Property Rights law, including copyright law. Copyright and IPR is retained by the creators or other copyright holders. Terms and conditions for use of this material are defined in the [End User Agreement](#).

www.reading.ac.uk/centaur

CentAUR

Central Archive at the University of Reading

Reading's research outputs online

Challenging A Superior: Navigating The Delicate Dynamics

In the vast and often intricate realm of professional environments, the act of challenging a superior is about more than just raising one's voice. It's about understanding, navigating, and engaging in the subtle yet complex dance of power dynamics, diplomacy, and mutual respect. Approaching someone above you in the professional hierarchy requires a delicate balance and a deep understanding of both the person and the situation. For those keen on maintaining professional decorum and growing in their roles, this guide offers a deep dive into ensuring that challenging conversations are both constructive and respectful.

1. Understand the Importance of Timing

In the world of professional communication, timing can be everything. Before even considering challenging a superior, it's crucial to pause and assess the situation from a holistic viewpoint. Is your concern so immediate that it demands instant addressal? Alternatively, would it be better to earmark it for a detailed, private discussion later? Choosing the right moment can often make the difference between a concern being genuinely considered or hastily dismissed. It's wise to avoid confronting superiors during high-pressure situations or public forums, as this can be misconstrued as an attempt at disruption or showmanship. By choosing the optimal time, you pave a smoother path for constructive dialogue.

2. Choose Your Battles Wisely

Workplaces are vibrant ecosystems of opinions, processes, and methodologies. It can be enticing to address every single discrepancy or divergence in opinion that one encounters. However, wisdom lies in discerning which battles are worth fighting. Every time a potential disagreement arises, introspect: is this issue so significant that it warrants a confrontation? Minor differences in opinion might be more effectively addressed through passive channels or even overlooked. Still, larger concerns, especially those affecting team dynamics, company culture, or broader business objectives, require a more direct approach.

3. Prioritize Private Discussions

The environment in which you choose to voice your concerns plays a pivotal role in how those concerns are received. Engaging in public disagreements or confrontations can lead to multiple unforeseen complications, including being perceived as aggressive or confrontational. By prioritizing a private setting for these discussions, you provide both yourself and your superior with the conducive atmosphere required for an open and genuine dialogue. This approach not only minimizes distractions and potential biases but also reinforces the idea that the intent is constructive feedback, not public criticism.

4. Master the Art of "I" Statements

Effective communication is as much about content as it is about delivery. The words we choose and the manner in which we frame our concerns can significantly influence the reception of our message. Instead of adopting a potentially confrontational tone, utilize "I" statements to express observations, feelings, and suggestions. For instance, instead of bluntly stating, "You have overlooked this crucial aspect," a more collaborative tone would be, "I feel this particular aspect could benefit from further attention." This method ensures that the focus remains on the issue at hand and not on personal biases or confrontations.

5. Embrace the Feedback Process

The journey of challenging a superior or expressing concerns is inherently bilateral. It's not just an avenue for you to voice your thoughts but also an opportunity to understand the other

perspective. Demonstrating a genuine openness to feedback, even if it's contradictory to your viewpoint, is vital. This approach not only paves the way for mutual respect but also fosters a culture of continuous learning and collaboration within the organization.

6. Align with Like-minded Peers, but Tactfully

While individual concerns have their merit, there's undeniable strength in numbers. Finding allies or colleagues who share your perspective can provide additional weight to your concerns. However, it's imperative that this alignment is not perceived as cliquey or divisive. The primary focus should always remain on the collective benefit of the organization, rather than forming factions within the team.

7. Keep the Organization's Goals at the Forefront

Any concerns or challenges you raise should inherently resonate with the broader objectives and goals of the organization. By consistently aligning your feedback and suggestions with the company's mission and values, you reassure your superiors of your commitment to the collective success of the organization and not just individual aspirations.

8. Brace for a Spectrum of Outcomes

While we all hope for positive and constructive outcomes from our confrontations, it's essential to be prepared for a variety of reactions. Your superior might be receptive, indifferent, or even defensive. By anticipating these potential responses and planning your strategies accordingly, you ensure that you remain balanced, constructive, and professional, irrespective of the immediate feedback.

The Aftermath: Reflect, Adapt, and Evolve

Every professional interaction, especially those involving challenges or confrontations, provides a rich opportunity for personal and professional growth. After the discussion, take the time to evaluate the effectiveness of the conversation, the strategies employed, and the outcomes achieved. These reflections serve as invaluable lessons, continuously refining and enhancing your communication skills for future challenges.

In conclusion, while the task of challenging a superior may seem steeped in potential pitfalls, with the right strategies and a focus on mutual growth and respect, it can be navigated with tact and professionalism. Encouraging open dialogue and a culture of feedback is the bedrock of innovative and forward-thinking organizations.