

How to Manage Your Boss without Kissing Up!

By Valerie Horton
CAL 2007

<u>What motivates my boss?</u>	<u>What does my boss think of me?</u>	<u>How have I helped my boss recently?</u>

Techniques for Managing Up

1. Focus on your boss
 - a. What motivates your boss – power, relationships, other?
 - b. How does she want to receive information
 - i. Email, phone, in person
 - ii. Long report or an executive summary? Lots of data or personal opinion?
2. Create the right atmosphere – never blindsides!!!!!!
 - a. Set up an appointment
 - b. Give him a brief heads up on the topic
3. Speak clearly and calmly
 - a. If you need help with this, read *Crucial Conversations* (see bibliography)
4. Communication: the message
 - a. Provide the right amount of information
 - i. Watch for impatience or boredom. Adjust your approach as needed
 - b. State clearly what you want
 - i. *I would to have Tuesday evening off for the next six weeks*
 - c. Restate key points to make sure your both share the same expectations
 - d. Bring both good and bad news to your boss
 - e. When bringing a problem forward, also offer several solutions with pro and cons

5. Counter arguments
 - a. Practice listening skills, read *Active Listening* (see bibliography)
 - b. If unsure, POSTPONE
 6. What's in it for your boss
 - a. Frame your request by explaining how it better the organization or department
 7. Focus on key agreements (closing strategies)
 - a. Restate what your boss agree to do
 - b. Restate what you agreed to do
 8. Graceful endings
 - a. Thank your boss for her time
 - b. Reschedule if needed or important
 9. Offer to help your boss
-

Checklist for Managing your Boss*

These tips can help you manage your career--and your boss, too.

1. Make sure you understand your boss, including his or her:
 - a. Goals and objectives
 - b. Pressures
 - c. Strengths, weaknesses and blind spots
 - d. Preferred work style
2. Assess yourself and your needs, including:
 - a. Strengths and weaknesses
 - b. Personal style
 - c. Predisposition toward dependence on authority figures
3. Develop and maintain a relationship that:
 - a. Fits both your needs and styles
 - b. Is characterized by mutual expectations
 - c. Keeps your boss informed
 - d. Is based on dependability and honesty
 - e. Selectively uses your boss's time and resources

*Excerpt from Bogomolny, Laura. "Taming the giant," Canadian Business, 12/7/2003, Vol. 76 Issue 23, p153-155.