

Managing Your Boss *In 12 Easy Steps*



Manage My Boss...Seriously??

- Yes!!!
- The “new” operating paradigm for employer/employee relationships is INTERDEPENDENCE!
- You should strive to become your bosses “right hand person”
- Learn the following 12 step formula and you will become your boss’s new “go to” girl or guy in no time flat!





The Game Changers...

In 1980 John Gabarro and John Kotter, Harvard Business School professors, introduced the concept of “Managing Your Boss” in a Harvard Business Review publication by the same name.

But this Was Not An Entirely New Concept! Consider the Following TV Characters:

- Miss Jane Hathaway from The Beverly Hillbillies managed her boss, Mr. Mooney
- Mary Tyler Moore managed Lou Grant
- Fran Fine, in The Nanny, managed Mr. Sheffield
- Others???

Step 1 - Figure Out Who You Are!



- Extrovert or introvert?
- Analytical?
- Innovative?
- People person?
- Brief and to the point or expansive communicator?
- Prefer e-mail, text or face-to-face communication?
- What are my core business values?
- What motivates me?

Step 2 – Figure Out Who Your Boss Is!

- Extrovert or introvert?
- Analytical?
- Innovative?
- People person?
- Brief and to the point or expansive communicator?
- Prefer e-mail, text or face-to-face communication?
- What are my boss's core business values?



Mirror, Mirror On the Wall!

Consider “mirroring” your boss’s behavior and gestures, and understanding and working with his/her personal style and values...

Step 3 – Consider What Your Boss Needs From You:

- Cooperation
- Reliability
- Honesty

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Step 4 – Consider What You Need From Your Boss:

- Obtaining resources
- Making critical connections inside and outside of the organization
- Setting priorities and direction
- _____
- _____
- _____

Step 5 – Consider the Whole Picture

- What pressures are your boss and organization experiencing; budgetary, political, human resource, etc.?
- What other competing demands does your boss have, both business and personal?
- Does your boss have the same technical knowledge that you do?
- What are your boss's goals and objectives?

Step 6 - Commencing the Process

- Recognize that your boss is busy, get to the point, remind her/him of objectives, progress, challenges, and resources
- Be prepared with facts and data, especially if your boss tends to be more analytical
- Summarize options/action plan
- Be specific regarding help and support that you need, the timeline for required resources, and any risks that exist --- and be honest!!

Step 7 - Remember – Bosses are Busy People!



- Be careful not to overplay an issue to gain more personal exposure with the boss
- Manage meeting time by being prepared with facts, summarizing information beforehand, and prioritizing topics for discussion
- Book a place on your boss's calendar well in advance of the meeting, and do send an agenda a few days prior to the meeting

Step 8 – Figure Out How to Best Present Information:

- Synthesize and summarize the data thoroughly prior to the meeting, whenever possible offer numerical data
- Consider giving the good news first, then the news that may not be as good...
- Give enough information to tell the story, but be careful not to overwhelm with too much info
- Anticipate questions and be prepared – example: You give a presentation regarding a new product --- one question you may be asked is “What does the competition have to offer that compares to this?” --- What are some other questions you might be asked?

Step 9 – Communicate Effectively!

- Is your boss a reader or a listener? – readers want to digest the data before you meet, listeners want you to tell the story
- Be succinct, direct, respectful and honest
- Understand your own communication style, as well as your emotional triggers
- Look for non-verbal cues from your boss
- Ask clarifying questions, to ensure understanding

Step 10 – Be the Solution, Not the Problem

- When you meet with your boss regarding a problem, always be prepared to offer a solution
- Make promises only if you're sure that you can deliver
- When promising to deliver by a specific date, always build extra time in to ensure that you deliver early, or at least on-time
- Check all work for perfection – proofread, check data, spell-check – make it flawless!



Step 11 – Never Say:

- We've always done it this way...
- Sorry, this is not my problem!
- I'm overwhelmed; I can't _____...
- My former boss _____...
- I'm not interested in learning _____...
- Others? _____

Step 12 – Develop Long-term Trust

- Build collaborative, trusting relationships with other team-members – this will make your boss's job easier
- Deliver on promises; on time and on budget
- Be respectful of your boss's time
- What Else?
- _____
- _____

Evaluation

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