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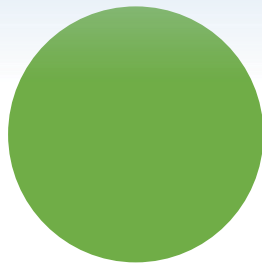
Konvensyen Kesetiausahaan dan Pembantu Pentadbir

Managing Your Boss

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Dewan Musyawarah, Pusat Persidangan Antarabangsa Berakas

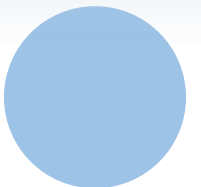


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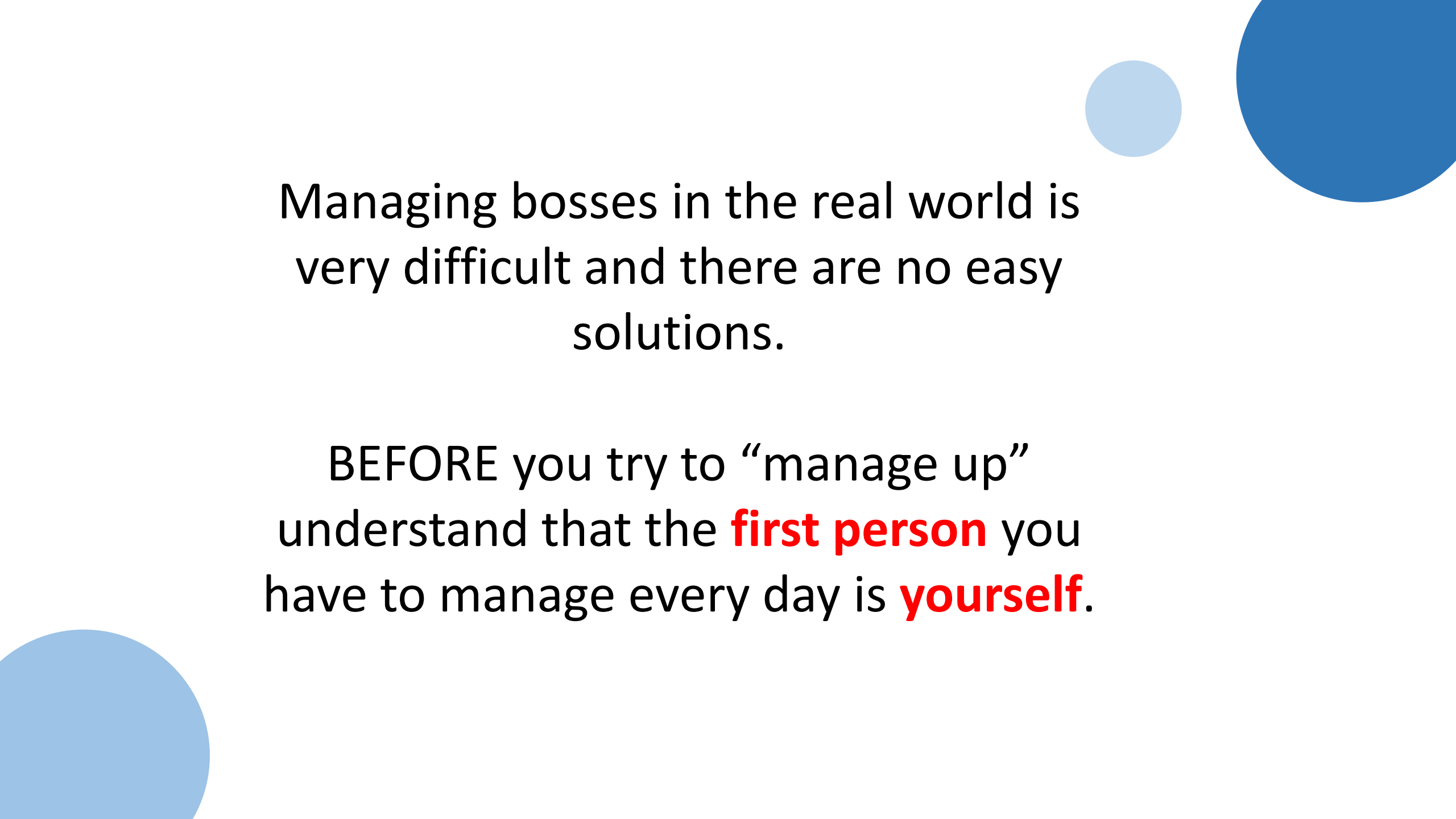
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8 Things to Do **BEFORE** you Manage Your Boss



Managing bosses in the real world is very difficult and there are no easy solutions.

BEFORE you try to “manage up” understand that the **first person** you have to manage every day is **yourself**.

1

Figure out where you fit in your organization or department

Get a handle on the context of your work situation & ask yourself where you fit in this context.

EQ+IQ+SQ = Success (in Shaa Allah)
Siddiq, Amanah, Tabligh and Fattanah
Reframe Intentions

Why are you here? What is at stake for you?

Your #1 responsibility is to play that role to the best of your ability.

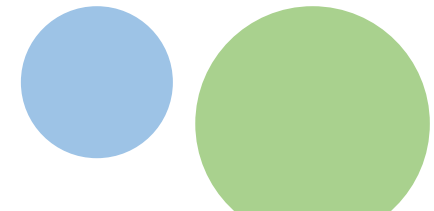
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Bring your best self to work every day

Tactics to ensure you're being your best:

- Play to your strengths at work.
- Work with people you like and respect.
- Leave your non-work issues at the door when you arrive.
- Be of high quality.
- Be full of integrity.
- Be adaptable.

Attitude matters,
a lot.
Effort matters,
a lot.




3

Make sure you are not the 'difficult team member' at work

You might be acting like a 'difficult team member' if you...

- Approach relationships with what you want or need rather than what you have to offer.
- Blame others and make excuses when things go wrong rather than focusing on the role you played in creating the problem.
- Take yourself seriously but don't always take your obligations seriously.
- Interrupt or don't pay close attention when others are speaking.
- Hold strong opinions about an individual's work but never articulate your thoughts in a constructive manner.
- Focus on negative aspects of situations without volunteering to help make things better.

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People with good interpersonal skills and who are conscientious in their interactions with others are much more successful.



Instead of being a difficult employee/ team member... (Siddiq, Amanah, Tabligh and Fattanah)

- Approach every relationship by staying focused on what you have to offer the other person.
- Be a **model of trust**.
- Remove your **ego**.
- Listen carefully.
- Empathize.
- Exhibit respect and kindness.
- Speak up and make yourself understood.
- Be a motivator.
- Celebrate the success of others.

4

Be a great workplace citizen

Know what you believe and what you can and can't support or stand for.

Understand the culture and values of your organization and make sure you can get on board and become a good workplace citizen.



Good old-fashioned workplace standards:

- Be on time.
- Don't take long breaks
- Under promise and over deliver.
- Keep your word.
- Keep confidences.
- Don't keep other people waiting.
- Practice good-manners **(ADAB)**.

5

Get lots of work done. Very well, very fast, everyday.

Set priorities and revisit them regularly. Plan your work every step of the way, but be prepared to adjust as needed

Take notes, maintain a to-do list.
Take action and keep moving forward.

6

Be a problem solver, not a complainer

No matter how great your work, your colleagues, or your organization may be, problems are part of everyday reality in every workplace.

No problem is so small that it should be left alone. Small problems too often fester and grow into bigger problems.

7

Anticipate and avoid problems

The most important factor in developing good judgement (and anticipating problems) is getting in the habit of thinking ahead and playing out the likely sequence of moves and countermoves before making a move.

8

Regularly assess your (spiritual) productivity quality of work behaviour.

Self-evaluation is the essential habit of self-improvement but only if you use the information you've learned from it.

Self-management and self-improvement come one small step at a time.
It's a never-ending process because there is always room to improve.

Once you have **YOURSELF** under control, you can focus on managing your boss.



Managing
Upward:
Strategies for
Working with
Your Boss



Managing Upward is:

- Consciously working with your boss to achieve optimum results for you, your boss and your organisation.
- Resolving to bring understanding and cooperation to a relationship between people with very different perspectives.


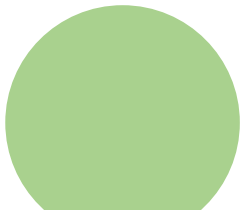



Big Picture

- The importance of seeing the big picture – from your perspective, from your boss’s perspective, and from your boss’s boss’s perspective.
- Strategies and guidelines to manage your situation with an upward perspective that engages your boss constructively.




What is “The Big Picture”?

- Knowing where you are in the organization (**ADAB**) and the roles and responsibilities of your peers, your boss, and your boss’s boss.
 - Staying aware of the forces at work and your company’s strategies for dealing with them
 - Developing an understanding of the pressures and deadlines your colleagues are facing.
 - Avoiding a silo mentality with a near exclusive focus on the function of the unit/ division/ department.
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Strategies for managing upward

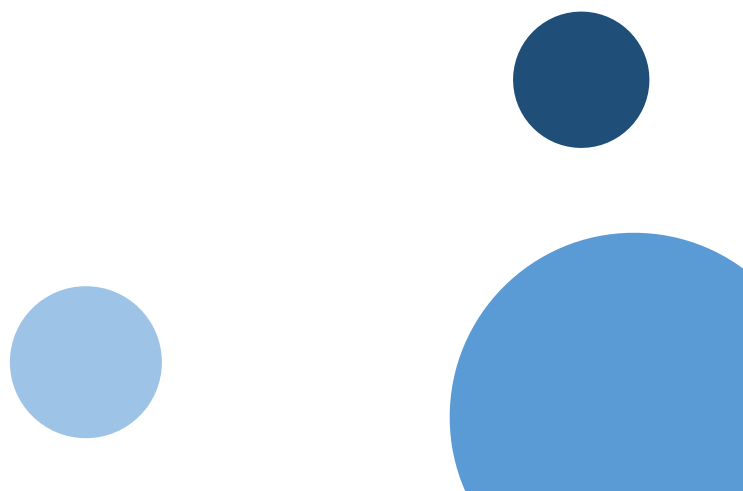
- Commit to two-way communications
 - Provide solutions, not problems and no surprises
 - Be honest, trustworthy, loyal and committed
 - Know your boss's agenda and priorities
 - Understand the boss's management style
 - Use the boss's strengths and compensate for their weaknesses
 - Don't go over the boss's head
 - **Walk a mile in their shoes**
- 



Communications

- Listeners vs. Readers
- Adapt to the boss's preferred approach
- Two-way communications
- Importance of asking questions
- Repeat and confirm understandings
- Seek regular feedback – don't wait for an annual appraisal.

Solutions, Not Problems

- There are always problems to report
 - Professionals suggest solutions to problems
 - Don't get labelled a whiner
- 



Best surprise is no surprise

- Report regularly on important jobs and issues
- Highlight emerging or potential problems
- Suggest contingency plans.

Be honest and trustworthy

- Honour commitments and schedules
- Don't cover up problems – bad news ages poorly
- Be diplomatic and tactful
- Become the “go to” person on the team

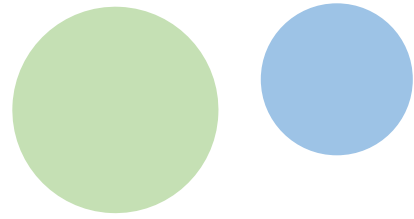


Be loyal and committed

- You owe the boss loyalty and commitment
- Your boss owes you support
- **Respect the boss's position** even if you are having a **hard time** respecting the person (ego check)

Know the Boss's Agenda

- What are they trying to accomplish
- What are their priorities
- Why are these things important
- Never assume – ask questions
- Get in synch with their motivations
- Don't wait for them to tell you.

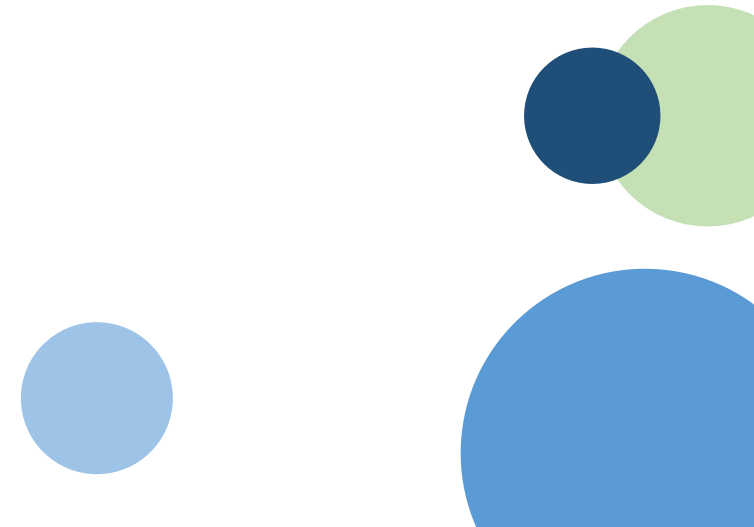


Get in synch with the Boss's management style

- Reports –Daily? Weekly? Monthly?
- Big Picture? Or details?
- Specific format?
- E-mail? Oral? Memo?
- Meetings – Like? Dislike?
- Meet early? Lunch? Late?
- Don't assume – ask
- Try to meet expectations

Beware of hot buttons and pet peeves

- Late to meetings?
- Spelling and grammar?
- Playing the radio too loud?
- Foul language?
- An item may appear trivial to you, but ignoring it could poison the relationship





Use the boss's strengths


- Tap into the boss's expertise when needed
 - Big picture?
 - Communications?
 - Creative problem solving?
 - Resource management?
- BUT
 - Respect his/her time constraints
 - Treat as a limited resource

Compensate for the Boss's weaknesses

- Determine where the boss may need support
 - Budgeting
 - Preparing presentations
 - Explaining technical issues
- Try to make work life easier for them



Don't go over the Boss's head

- Almost always poisonous to the relationship
 - Always try dealing with manager first
 - Possible exceptions
 - ✓ Manager ignoring a serious problem
 - ✓ Possible illegality
 - ✓ Possible illness or substance abuse problem
 - ✓ Sexual harassment
 - Tread very carefully, document everything, and maintain confidentiality.
- 



Walk a mile in their shoes

- Seek to understand aspirations, pressures and constraints, strengths and weaknesses.
- Look for commonalities upon which to build a productive relationship

It takes a professional

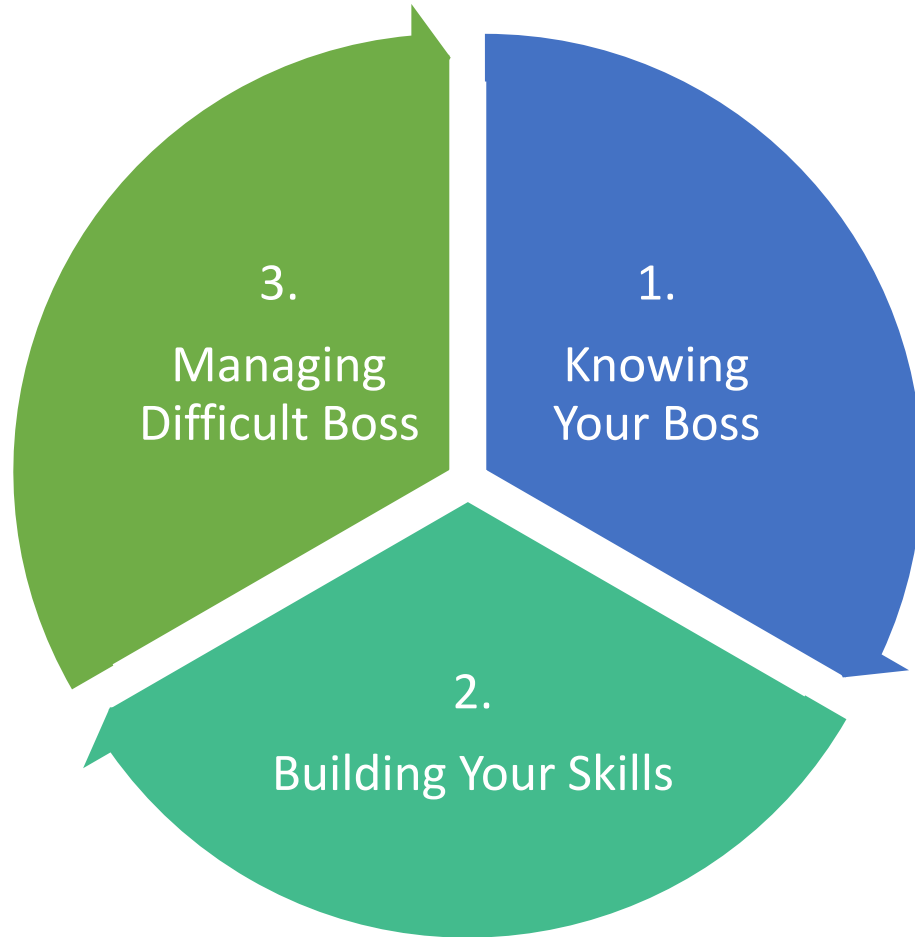
- Managing down = Managing department and employees
- Managing up = Managing the situation and relationships with superiors
- A true professional does both



A Summary



Managing Your Boss Model



The 3 components

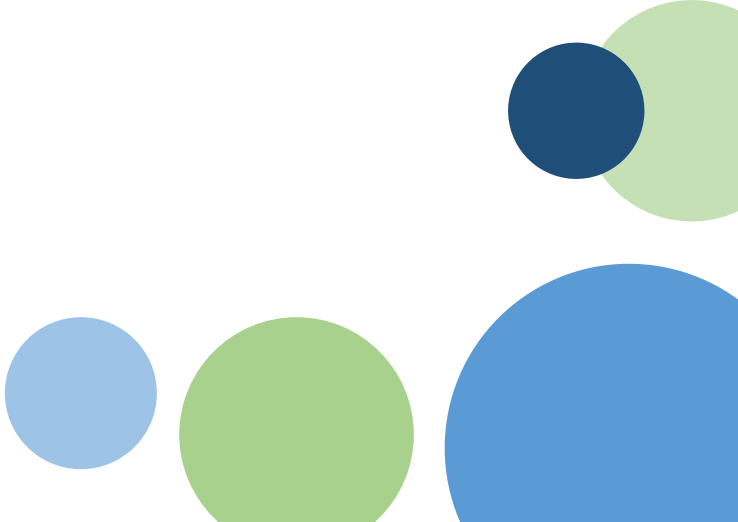
1. Knowing Your Boss
2. Building Your Skills
3. Managing Difficult Boss

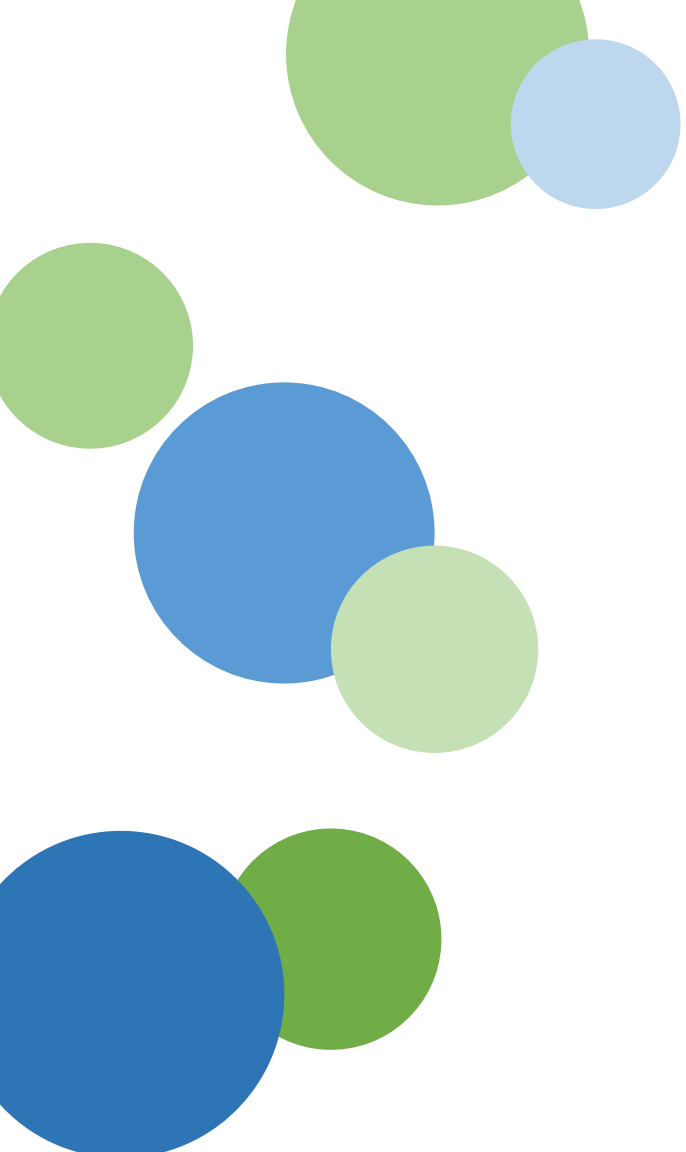


If you want a first class relationship with your boss, you have to start by getting to know:

1. What makes your boss tick
2. What pressures do your boss face, and
3. What makes your boss's boss tick

Your Strategies

1. Understanding your Boss
 2. Be part of the Solution not Problem
 3. Developing specific skills to deal with your Boss
 4. Handling work stress from Boss
 5. Creating the perfect relationship
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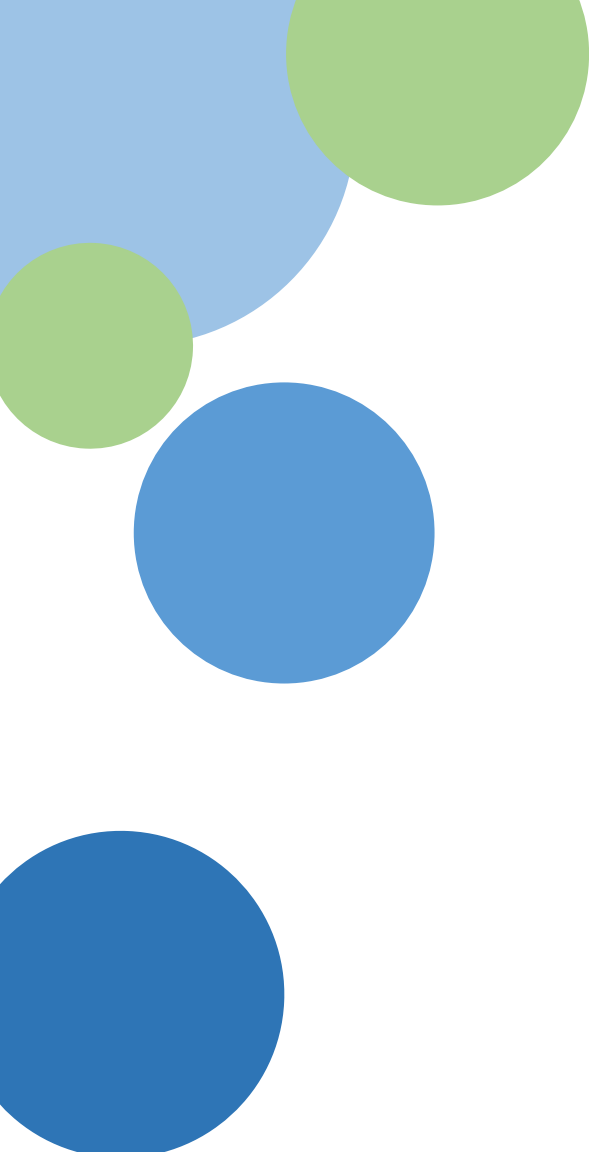
After Knowing Your Boss, you need to build up a raft of skills for dealing with your Boss and people generally.

You'll still need them when you or your Boss moves on and you find yourself working with a new boss who may be very different

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Your Skills

1. Coping with emotions
2. Being assertive
3. Listen and be listened to
4. Using feedback techniques
5. Ways to get yourself promoted (if possible)



Some of us are lucky to have perfect bosses while others have to face bosses that are difficult to handle.

So, whether you like it or not, you have to learn to handle the characteristics that make your boss difficult to work with.



Thank You!

