

SS-SC Retreat 2014
Managing Up –
How To Be Effective With Your Boss

NCI's Office of Workforce Planning and
Development

Advancing People to Advance Science

Learning Objectives

- Define your role in managing your boss
- List strategies to foster a positive relationship with your boss
- Describe a process to verify expectations



What Would You Do?

My boss is rarely in the office, but micromanages everything. In her absence, she sends requests or assigns tasks with minimal instructions and little clarity. Upon review of the results, she criticizes the work, calls the person in charge of the task stupid and incompetent, yells and displays anger. She leaves the meeting in an outburst. I'm trying to figure out what is needed and how to please my supervisor but everything I try seems to be wrong.

I work long hours trying to complete multiple requests with despair knowing it won't be good enough, that it won't be done in the way my supervisor wants and ultimately I will be yelled at and berated. I have a stomach ache every Sunday night, thinking about going to work the next morning. I find myself completely exhausted all the time and spend the day walking on eggshells.

Fundamentals

Managing up is...

*The process of **consciously** working with your superior to obtain the best possible results for you, your boss, and the [organization].*



Gabarro, JJ. and Kotter, JP. "Managing Your Boss." *Harvard Business Review*, January, 2005, 92-99



Fundamentals



Understanding Yourself



*So you can **choose** how to respond*



Understanding Your Boss





Building Positive Relationships



Verifying Expectations: Expectation Mountain

Understanding what was requested

Clarifying what is wanted

Verifying what is needed

Communicating what you need



FOUNDATION

Verifying Expectations

Expectation Mountain

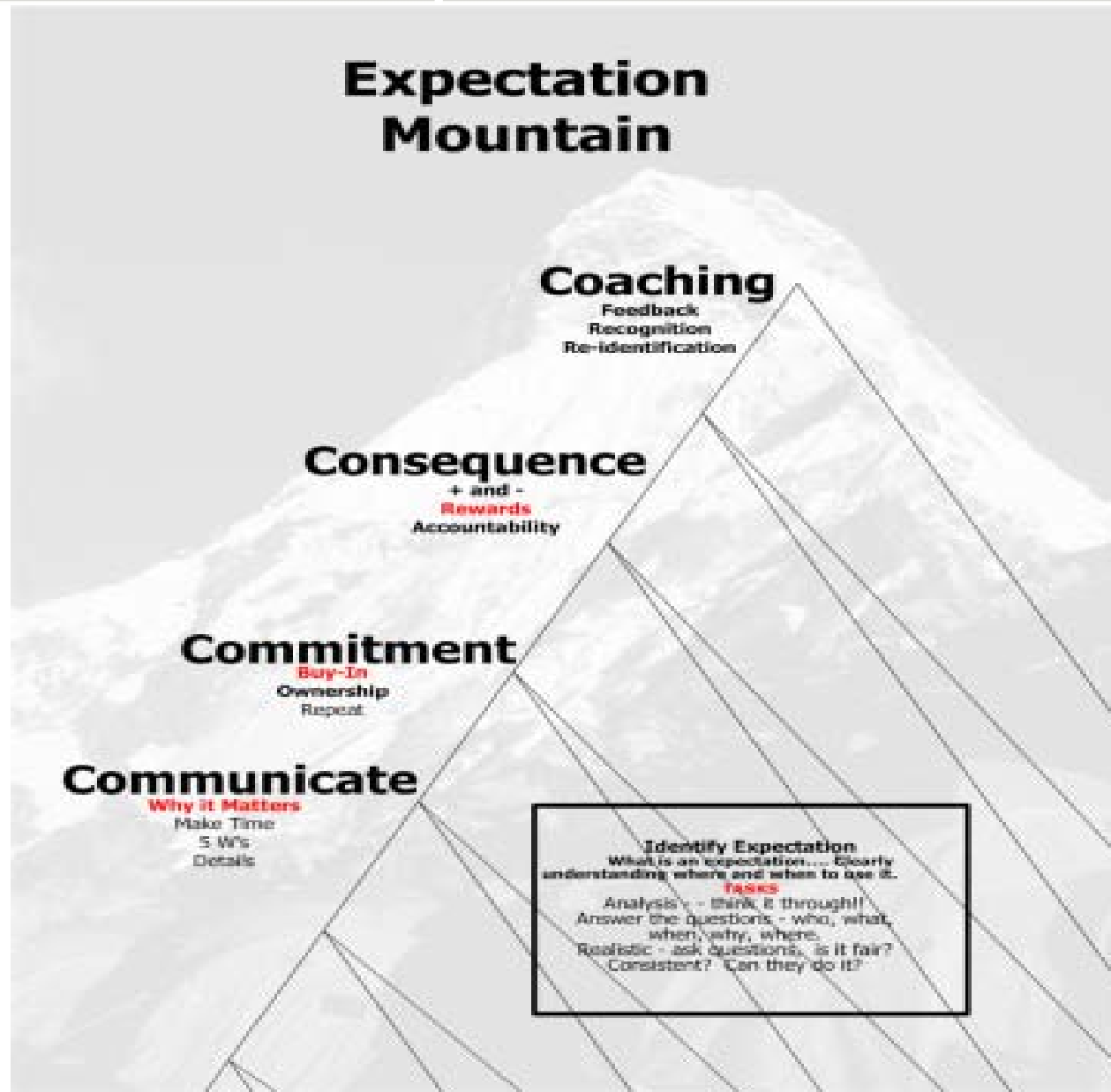
Pre-work

Questions to assess if you understand what is expected:

- What is it I was asked to do?
- Who do I need to involve?
- Who is the audience?
- With what will I need help?
- When is it needed?
- What does success look like?
- What are the limits of my authority? How much autonomy do I have?
- Can I do it – what are the necessary resources to ensure success and how can I access them?



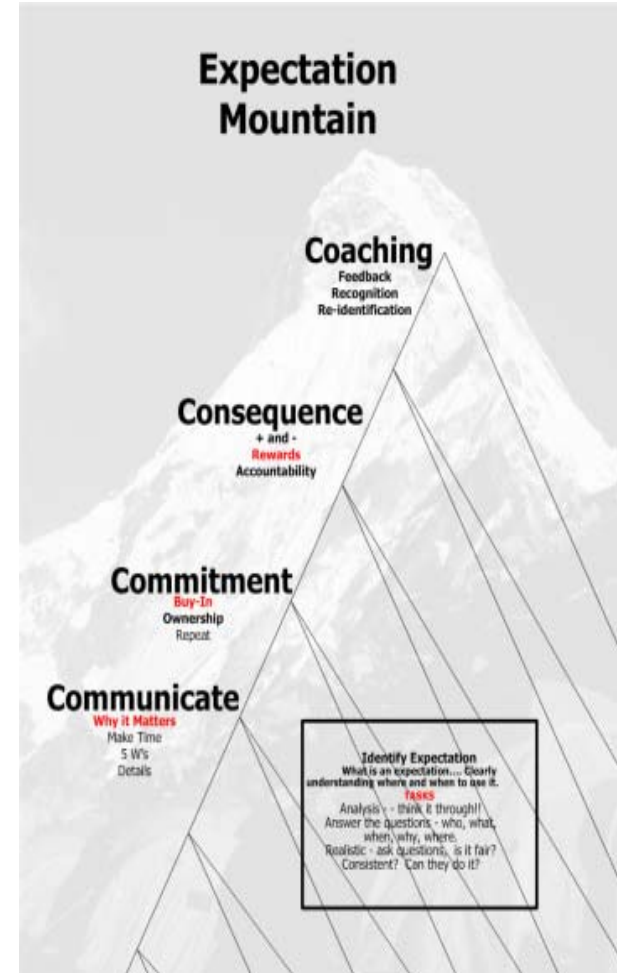
Expectation Mountain: Verifying Expectations



Communicate



- **Why it matters:**
 - Value to the organization
 - Value to the expectation setter
 - Value to you
- **Make time**
- **The 5 W's:**
 - Why is it needed?
 - Why did you pick me?
 - When is it due?
 - Where does it go?
 - What needs to happen?
- **Details**



Commitment



- **Demonstrate Ownership**
 - Offer comments and ideas about how you can complete the assignment
 - When you understand why you were selected you identify ways YOU add value
- **Verify Understanding:**
 - Paraphrase what you understand the assignment to be
 - Summarize the key points (due date, format, audience)
 - Use active listening skills

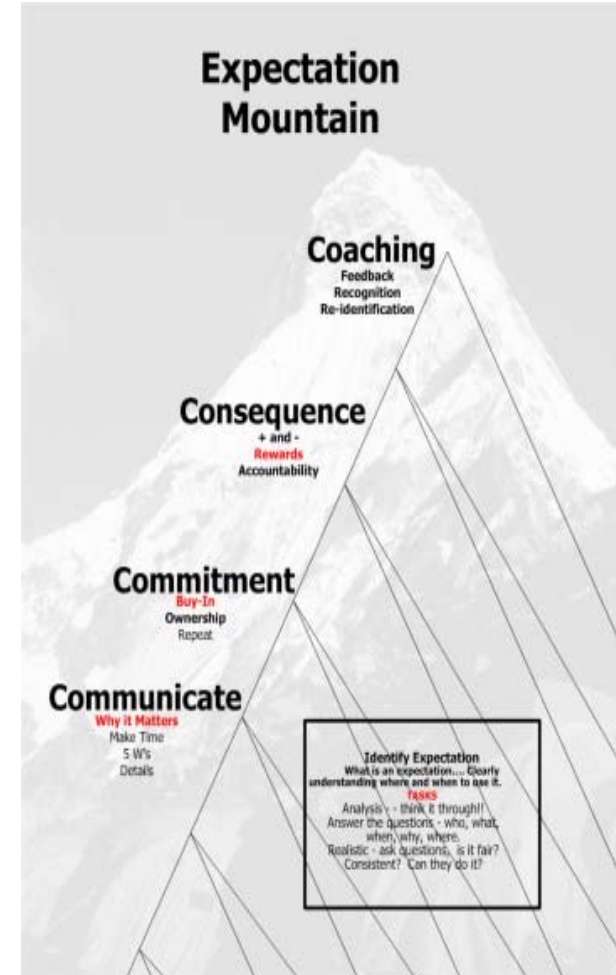


Consequence



- Know the positive and negative consequences:
 - What if this succeeds?
 - What if this fails?

- Build in accountability:
 - Establish a system



Coaching



- **Feedback:**
 - Follow-up.
 - Ask questions.
 - Check the status of the work
- **Recognition:**
 - Acknowledge contributions
- **Re-Identification:**
 - Re-define the expectation OR
 - Re-assign it





Practice



Revisit Learning Objectives

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