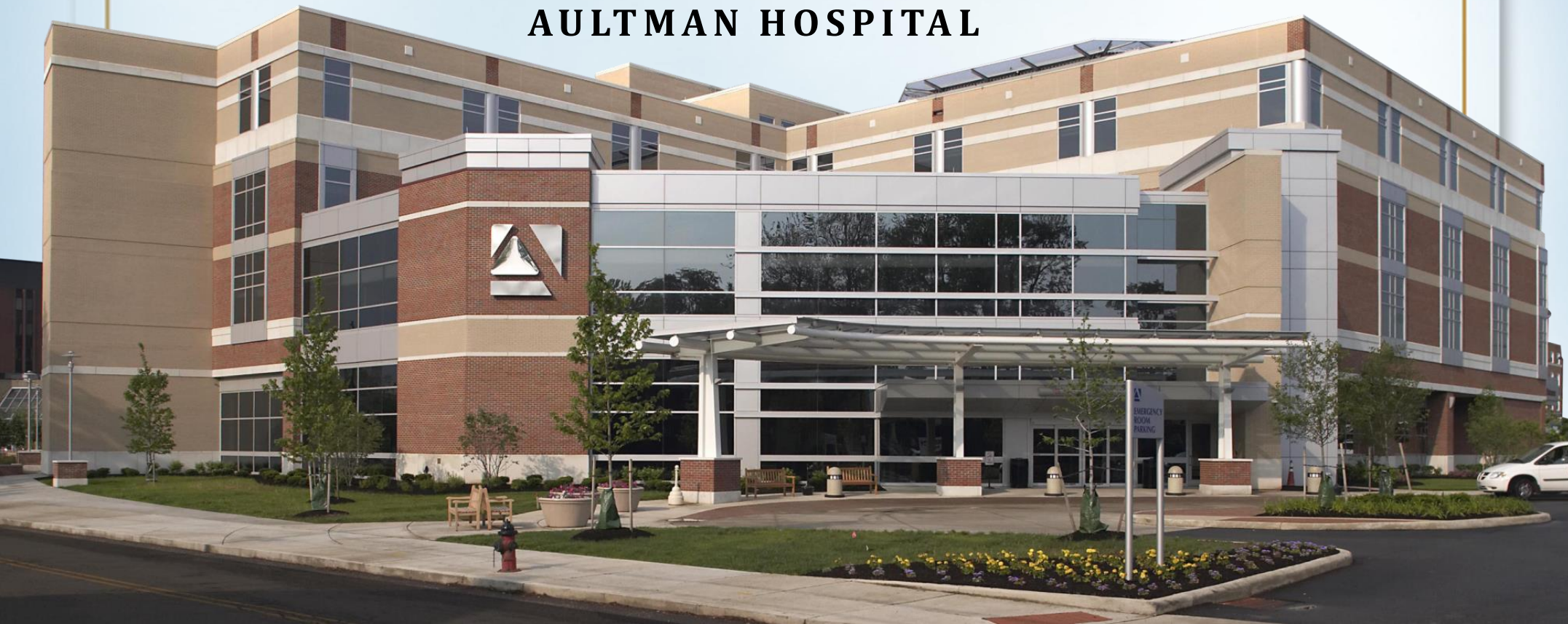


# Managing Up

## Strategies for Succeeding with Your Boss

**Chris Remark**  
**CHIEF EXECUTIVE OFFICER**  
**AULTMAN HOSPITAL**

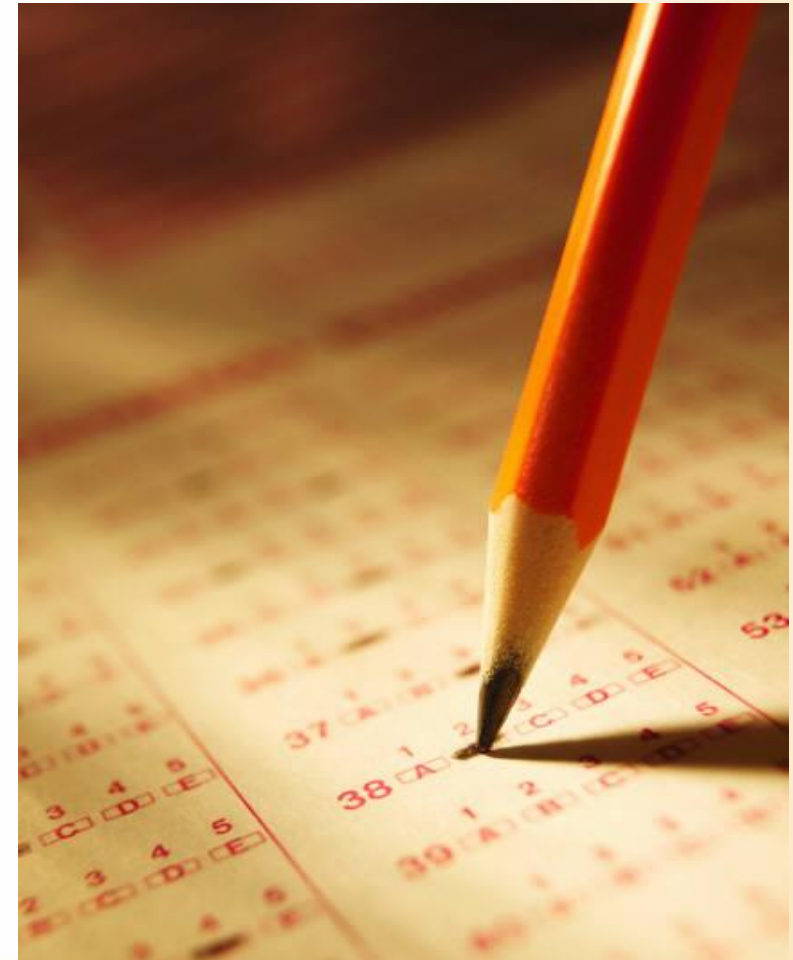


# What We Will Discuss Today:

- 1) **Learn Your Bosses Priorities & Style**
- 2) **Learn How Best to Communicate with Your Boss**
- 3) **How to Get Action from Your Routine Meetings**
- 4) **The Best Ways to Critique Your Boss**
- 5) **How Not to Manage Up**

# First Step: A Short Quiz to Assess Your Ability

- 32 Questions
- 1=NEVER / 4 = ALWAYS
- Add Your Scores Together



# Analysis

## 32 to 63

**You Need to be More Proactive in Managing Your Boss. Try & Understand Your Boss's Workstyle. Be Clear on Objectives Before You Discuss Them.**

## 64 to 95

**You are Largely Aware of How to Manage Your Boss. Practice Being More Assertive and Identify Areas for Self-Development.**

## 96 to 128

**You are Adept at Managing Your Boss. Continuously Develop Yourself by Asking for Feedback and Reviewing What You Have Learned.**

# Learn Your Boss's Style & Priorities

- **The Perfectionist**
  - Difficult to Please, Reluctant to Delegate Will Spot Anything Wrong
- **The Chaotic**
  - Moves from One Idea to the Next Without Follow Through, Tasks are Not Delegated, Enthusiastic About People
- **The Interfering**
  - Cannot Resist Checking on Progress, Afraid You Will Not tell Him Until it is Too Late
- **The Absentee**
  - Never Seems to be There When You Need Him, Enjoys Crisis and Trouble-Shooting, Thinks he has Given Adequate Direction

# Learn Your Boss's Style & Priorities

- **The Aggressive**
  - Has Outbursts When Under Stress, Used to People Agreeing with Him/Her
- **The Reluctant**
  - Wants to be Liked, Slow to Make Decisions Which May Cause Conflict, Will Only Give Positive Feedback
- **The Passive**
  - Avoids Confrontation & Fails to Tackle Awkward Situations, Excessive Desire to Please Superiors

# Learn Your Boss's Style & Priorities

- The Best Way to Learn? - **Ask!**
- For Example, Do You Know....
  - Your Bosses Work Habits?
  - How He / She Likes to Receive Communication?
  - Your Bosses Values?
- *20 Questions About Your Boss*

# Working with Your Boss's Style

- **The Perfectionist**
  - Works Best with Few Interruptions, Give Frequent Progress Reports
- **The Chaotic**
  - Leave Him with Minimal Paperwork, Meet Briefly Everyday to Plan Tasks
- **The Interfering**
  - Ask Him to Closely Look at Your Work, Approach and Process
- **The Absentee**
  - Learn to Give Short, Focused Updates, Build Relationships with Those Who are Close to Him/Her in Order to Gather Information



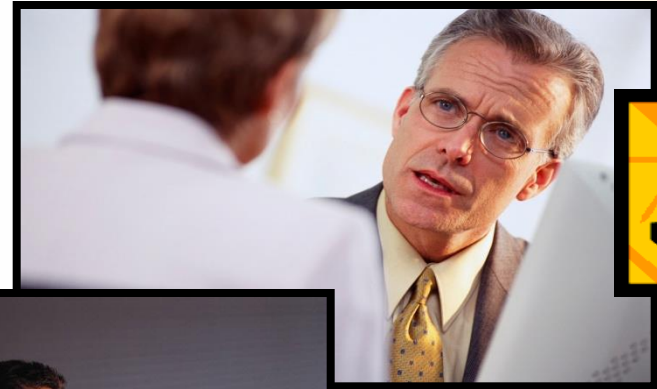
# Working with Your Boss's Style

- **The Aggressive**
  - During an Outburst, Stand Your Ground Firmly & Ask for a Meeting Later to Explain how You Felt During This Situation
- **The Reluctant**
  - Take the Initiative and Make Decisions (Make Sure You Know the Boundaries). You Can Gain Experience & Autonomy
- **The Passive**
  - Responses Should be Assertive and Cooperative. Encourage Him/Her to Meet with You to Review Your Progress

# Assessing How to Communicate With Your Boss

## 5 Mediums:

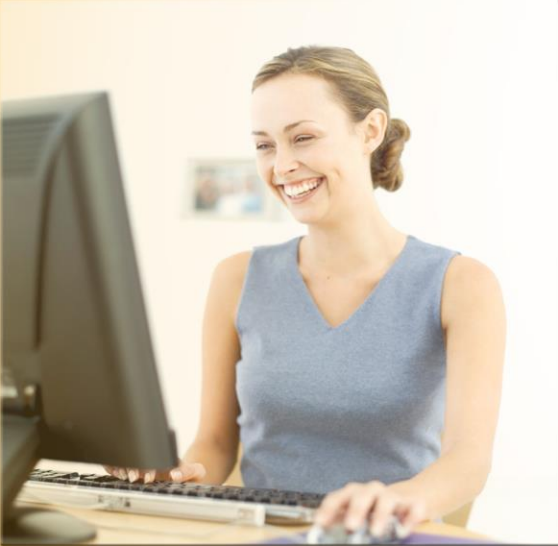
- 1) E-Mail
- 2) Phone
- 3) Brief Ad-Hoc Meeting
- 4) Memo
- 5) Formal Meeting



# Assessing How To Communicate With Your Boss

## Medium

### E-Mail



## Purpose

To record communication and for non-urgent questions

## When Useful

If your boss uses e-mail & has time to deal with it. Use it when you need a response to a question or non-urgent issue

**Caution: Keep e-mail to a minimum, beware of confidential material, Keep them short. “Did you see my e-mail?”**

# Assessing How to Communicate With Your Boss

Medium

Phone



Purpose

To address issues promptly that can be dealt with verbally

When Useful

Your boss does not mind interruptions and does well with quick verbal exchanges. Only phone on important issues to limit the interruptions.

**Caution: Be cognizant of your bosses schedule**

# Assessing How to Communicate With Your Boss

## Medium

### Brief Ad-Hoc Meeting



## Purpose

To discuss urgent issues that need immediate attention

## When Useful

Your boss is happy with quick face-to-face interruptions. Use it when your boss needs important information, or needs to be “made aware”

**Caution: Try to avoid interrupting your boss during a meeting**

# Assessing How to Communicate With Your Boss

Medium

Memo



Purpose

To explain why a document is being sent or to act as a reminder

When Useful

Your boss would prefer to sort an in-tray of papers rather than deal with e-mail. Use a memo to make a point for the record

**Caution: Do not replace needed face-to-face communication with a memo**

# Assessing How to Communicate With Your Boss

## Medium

### Formal Meeting



## Purpose

To Discuss issues  
face-to-face, with a  
pre-planned Agenda

## When Useful

Your boss responds well to  
planned one-on-one  
meetings. Use these to  
keep your boss updated on  
progress and for coaching  
and two-way feedback.

# No Matter How You Communicate to Your Boss...Avoid Surprises!



*Make Sure Your Boss is Aware of Critical Information. He or She Would Prefer to Hear it from You.*



# How to Get Action from Your Meetings

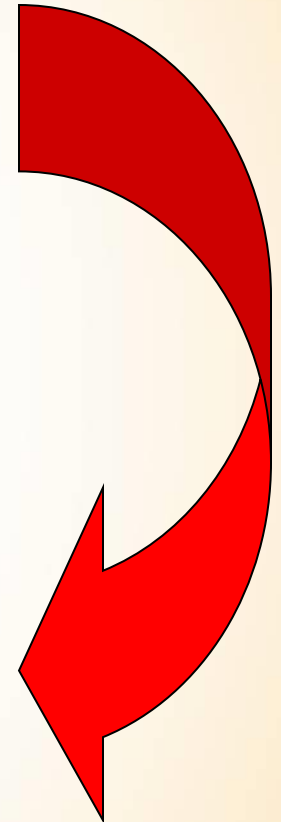
## Tips for Your Formal Meeting

- Come Prepared
- Prepare a Notebook (1 for Each)
- Inform if Bringing Visitors
- Use Exhibits / Put it on Paper!
- Respect Allotted Time

*Keep copies of your Agenda so You Can Reference Prior Meetings if Needed*



<b>December 12, 2006</b>	
<b>Priority Items</b>	
Tab 1	Cardiac Surgeons
<b>Capital / Approvals</b>	
Tab 2	CT 3D Lab
Tab 3	CS Lower Level
Tab 4	Capital Re-Allocation
Tab 5	OR Renovation
<b>Follow-Up / FYI</b>	
Tab 6	Aultman North Period 12
Tab 7	Structure



# A Few Additional Tips:



***Bring New Ideas***



***Bring Solutions***

# Criticizing / Critiquing Your Boss

*“One study found that people without supervisory responsibilities found it more difficult to criticize than those who have supervisory responsibilities. More people (51%) find it difficult to criticize their boss, and regardless of whom they criticize, it is most difficult getting started.”*

# Complete the Following Analysis Before Criticizing

- Describe the Situation & Problem You are Experiencing with Your Boss
- When Did this Start, and What is the Impact on You?
- How do You Think Your Boss will React to This Criticism?
- What are the Benefits to You & the Team if this Issue is Resolved?
- Do the Benefits Outweigh the Costs?  
Yes/No/Not Sure (Explain)



# The Five S's of Providing Unsolicited Feedback



**STEP 1: Select Your Timing**

**STEP 2: Secure the Bosses Permission**

**STEP 3: Share Specifics**

**STEP 4: Show Team Benefits**

**STEP 5: Summarize Your Agreement**

# Things Bosses Don't Want

- To be Embarrassed , Surprised or Confronted Publicly
- To Complain to Others When Your Angry, Depressed or Demoralized About Work
- To Gossip & Spread Rumors
- To Attempt a “Palace Coup”
- To Engage in Undercover Sabotage



# 4 Ways Not to Manage Up

- **The Brown-Noser -**  
**Manager who treats his Executive as a Rock Star & is constantly searching for what his boss wants to hear. Rather than managing up, the brown-noser upwardly affirms whatever the boss is thinking.**



# 4 Ways Not to Manage Up

- **The Rebellious Teenager -**  
**Manager who constantly conceals information from his or her Executive because he wants to demonstrate that he can get things done without the help of his Executive.**





# 4 Ways Not to Manage Up

- **The Cowardly Lion -**  
Manager who is afraid to share information with her Executive because she fears her Executive's reactions. Instead of managing up, she will paint herself into a corner.



# 4 Ways Not to Manage Up

- **The Erupting Volcano -**  
Manager who subscribes to the more is better school of information management and will tell his Executive every last detail of every event of every single day. Rather than managing up, he forces his manager to pick out the important facts.

