



ActOne
GOVERNMENT
Solutions, Inc.

A1GS

Managing a Productive Relationship with Your Boss

‘Managing Up’



Speaker



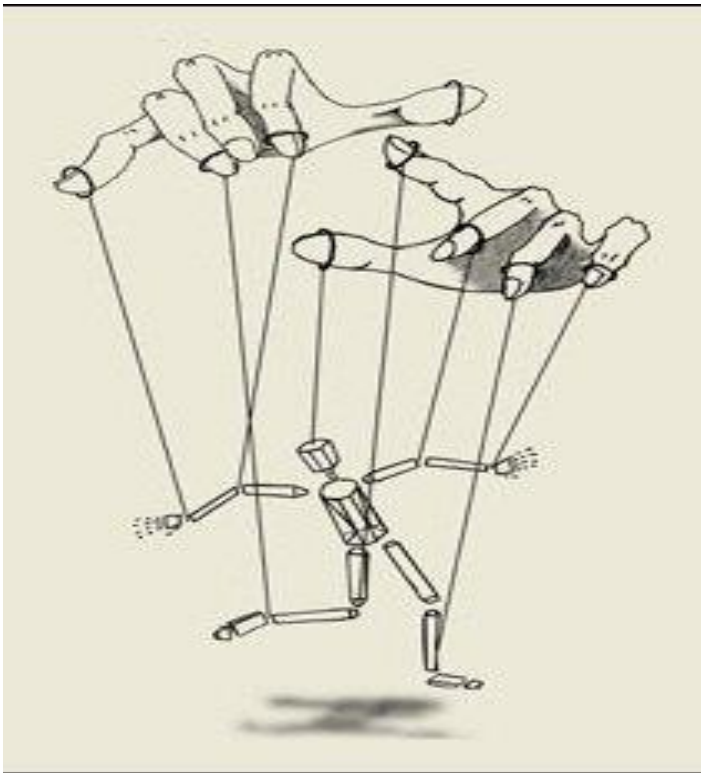
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 - **Chief HR Solutions Architect – Kaufman, VonStuben & Associates**
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MANAGING YOUR BOSS SOUND OUTRAGEOUS!



Although it sounds sinister, ‘managing up’ is about building a productive relationships with your boss by -

- **Leveraging your personal characteristics in a mutually-beneficial manner**
- **Utilizing your HR competency of Relationship Management for accelerated productivity**
- **Focusing your ability to manage interactions while providing services in support of organizational goals, AND**
- **Applying several practical tactics that will result in more mutually-beneficial outcomes**

OUR OBJECTIVES



- **Discover who we are as the foundation for ‘managing up’**
- **Define the required competency for ‘managing up’**
- **Evaluate six tactics that can be utilized to ‘manage up’ for mutually-beneficial outcomes**
- **Draft a tentative plan for next-steps**
- **What else should we discuss?**



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CONCEPTS RELATED TO MANAGING UP!



OPEN DISCUSSION



WHAT DO YOU DO NOW TO ‘MANAGE UP’?



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OUR SHRM COMPETENCY MODEL



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RELATIONSHIP MANAGEMENT



Relationship Management is the ability to manage interactions to provide service in support of organizational goals. Research has documented positive outcomes for employees associated with productive and healthy interpersonal relationships with their boss, such as -

- Improved feelings of belonging and inclusion in the workplace
- Increased total rewards
- Increased promotions
- Greater career mobility and development opportunities
- Greater engagement, involvement, performance, team cohesion, organizational commitment, positive work atmosphere and lower levels of turnover
- Less performance management conflicts or disputes

Managing relationships with your boss has many mutually-beneficial outcomes!



Sources:

Reich, T. C., & Herscovics, M. S. (2011). Interpersonal relationships at work. Handbook of industrial and organizational psychology (Vol. 3, pp. 223-248). Washington, DC
Berman, E. M., West, J. P., & Richter, M. N. (2002). Workplace relations: Friendship patterns and consequences (According to managers). Public Administration Review, 62(2), 217-230.
Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. Personnel Psychology, 58(2), 281-342.

NOW WHAT?



To achieve successful outcomes when ‘managing up’, contemporary research by Harvard and others suggest these practical tactics as some of the most successful in your journey -

- 1 - Understand Your Boss
- 2 - Don't Be a Reformer
- 3 - Build on Strengths
- 4 - Focus on Things That Matter
- 5 - Find Out What Works
- 6 - Build Your Relationship

Sources:

Gabarro, John J., and John P. Kotter. "Managing Your Boss." Managing Up, 2nd Edition (HBR Article Collection). Harvard Business Review 85, no. 5 (May 2007).

Reich, T. C., & Herscovis, M. S. (2011). Interpersonal relationships at work. Handbook of industrial and organizational psychology (Vol. 3, pp. 223-248). Washington, DC



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EXERCISE



- **Using a blank sheet of paper, draw a three-column diagram**
- **Label the first column, What I Saw, the second as Personal Characteristics, and the third, Personality Summary**
- **As the video plays, make notes about what you saw in the first column**
- **After the video, you will draft a list of characteristics and a summary paragraph about yourself**
- **Keep this document handy when developing and executing your ‘managing up’ plan**
- **Any questions?**

SO, WHO ARE YOU?



DRAFT A STATEMENT ABOUT 'YOU'!



In column two list single word adjectives about who you are based on what you saw, analytical, empathic, team-player, big picture thinker.....followed by a summary description of you!

EXAMPLE



PERSONALITY CHARACTERISTICS	PERSONALITY SUMMARY
<ul style="list-style-type: none">• Defensive & overwhelmed• Vulnerable to being exploited• Big picture thinker• Not detailed oriented	<p>Although very critical and less-empathic, I am a visionary who can easily compliment a transactional manager. I make decisions based on factual outcomes and logic, not intent.....</p>

1 - UNDERSTAND YOUR BOSS



To better understand your boss, and the context for your deliverables, you should -

- Perfect the art of asking open-ended questions
- Empathically listen for understanding
- Pursue defining goals in an absolute/objective fashion; gain clarity
- Ask about pressures and issues that may impact outcomes
- Discuss how you can enhance team strengths and minimize weaknesses
- Ask about boss's preferred workstyle



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WHO IS YOUR BOSS?



Who's
Your
Boss?

2 –DON'T BE A REFORMER!



Accept that your boss is human, with strengths and limitations just like yourself. Therefore, critically evaluate -

- What can your boss do well?
- How can I help my boss with their personal and professional journey and goals?
- Am I trying to change the way my boss works (reform) or help?



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3 – BUILD ON STRENGTHS



One effective way to ‘manage up’ is by supporting them in doing what they do best.

- Discuss, seek, and agree on the value of operating within the concept of strengths-based management.
- Have manager discuss your strengths and how they can be most effectively employed to help them.
- Offer your self-evaluation in support of these discussions (compare-and-contrast your self-evaluation to theirs).
- Consider taking on other roles, especially those which utilize your strengths.



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4 – FOCUS ON THINGS THAT MATTER



Strengths are important, but their real value comes when they are applied to the things that matter. Consider these thoughts when thinking about what matters -

- Am I clear about what my boss wants and needs for future success?
- What does my boss need to get from me to perform?
- I consistently encourage activities that build on strengths and can clearly be associated with defined goals and objective.
- My primary focus on matters to my boss.

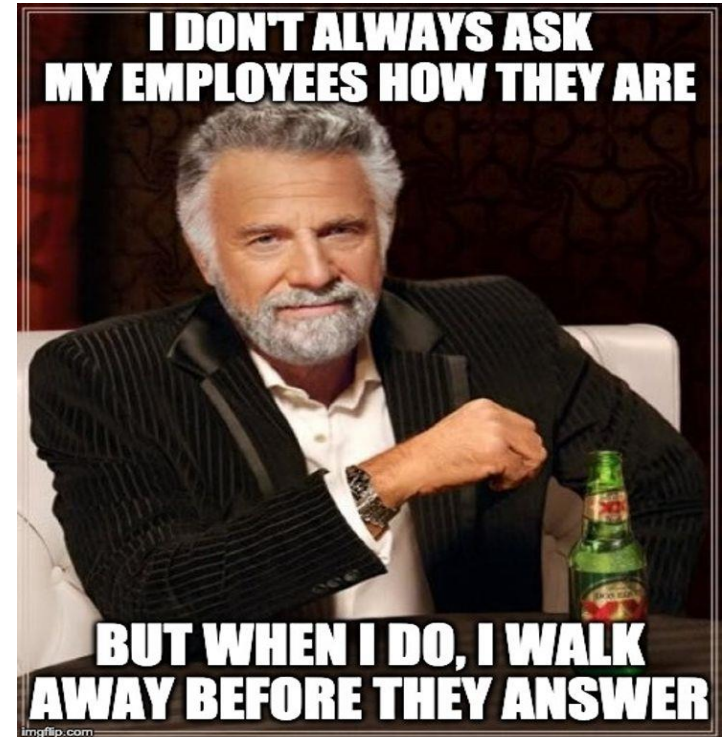


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WHAT MATTERS?



- Take the next 5 minutes to write down three, absolute/objective deliverables that matters to your boss.
- Consider how you will leverage the strengths you noted in the 'Who I Am' exercise that will help deliver to the goals and objectives you have listed.
- If you can't list three, make a note about what you will do within the next couple of weeks to get this information.
- How will you validate what you have listed?



5 – Find Out What Works



‘Managing up’ is not about trying to ‘do to your boss’. Rather, it is about things we do to communicate ideas in a way that relates to their strengths and to things that matter. Consider the following tips when drafting your ‘managing up’ plan –

- Determine the best way to communicate ideas to the manager (workstyle). We are all different, so it’s important to understand which method of communication and discussion is most appropriate.
- Be dependable, objective, and effective!
- Consider ‘what matters’ as the foundation to encourage the boss to be engaged and involved.
- Show appreciation of what they have done, and the value that their involvement brings.
- Ask your boss to recommend something and/or propose activities which builds on their strengths.



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Build Out a Tentative Plan



Before we get to the final tactic, let's pause for you to –

- Write out a plan for utilizing **1 or two** of the previously discussed (ones you are not currently using) tactics.
 - Understanding your boss
 - Not being a reformer
 - Leveraging strengths to compliment boss's and goals
 - Identifying what matters
 - Finding out what works
- Which tactic(s) will you immediately adopt?
- What will you do within the next 30-days?



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6 - Build Your Relationship



How you go about building your relationship depends on many factors, some of which we've already discussed. At minimum, we need to –

- Build good, regular, open communication.
- Focus on being dependable to build trust, respect and understanding.
- Know what matters - goals, pressure, strength, weaknesses, and preferred style.
- It may be that many of us would not count our boss as our friend.
- If you feel this way about your boss, what do you do?
- If you are that boss, and you know it, what do you do?

WHAT DID WE MISS?



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