

Welcome

MANAGING

YOUR

BOSS

• Objectives:

- A- To understand your Boss Better
- B- To become a better boss.

I. “Managing Your Boss– Why”

- “I have got enough to do without having to manage my Boss.”

or

- “After all, it’s my Boss’s job to manage me”

• **Ability alone not sufficient for success. Why work doesn't always work ?**

• **To succeed, an Officer must know how to get along with juniors, peers and Bosses.**

- **How well you manage your Boss – direct bearing on your current working conditions and future career advancement.**
- **Boss Management–A Dynamic and Complex relationship of mutual dependability**
- **Long Term Investment**

II Know Thyself.

- **Make a Life Agenda**
- **Self Esteem Vs. Ego.**
- **Are you Doing your Best ?**

III. Know Thy Boss

BOSS - A HUMAN BEING.

NEITHER VILLAIN NOR KNIGHT.

Understand Job Dimension of your Boss

- His Responsibilities and Pressures,
- Broader Sphere of responsibility
- Conflicting and Competing Demands- Sense the priorities
- Type of Bosses of *your* Boss.

- **His Functions – to organize, to plan, to co-ordinate, to lead subordinates.**
- **Things your Boss has to think daily.**
- **Personality Traits of Boss.**
- **Why does he do things he does.**

Most common self images of Bosses

- **Professionally competent,**
- **Objective and rational**
- **Cool in crisis, and in complete control at all times.**
- **Emotionally detached**
- **Futuristic in Profession**

- **A Good Boss – Admixture of logic and intuition.**
- **Bosses look to subordinates for information.**
- **Most Bosses thrive on control and wish to keep subordinates and events within range of direct influence.**

Understand the Unique Features of Your Boss.

- To gain empathy, know any thing relevant about the boss.
- Don't Pry or Spy. Just Be alert and Aware.

- **Family background, School or College education.**
- **Whether married or bachelor.**
- **Membership of the Clubs, hobbies and interests.**
- **His personal life.**

• His standing within the organisation. His previous assignments.

• Whether a Visual Person or Verbal person.

• Whether a morning or an afternoon person ; the best time to deal with him ?

Catch him at his best.

Perceive carefully his strengths and weaknesses.

- **Complement his strengths and compensate for weaknesses.**
- **Create a feeling of harmony retaining your individual entity, goals and needs.**
- **Be observant at all times.**
- **Never become complacent.**

To underestimate your boss could be catastrophic.

IV. Types of Bosses:

A. The Driver Boss

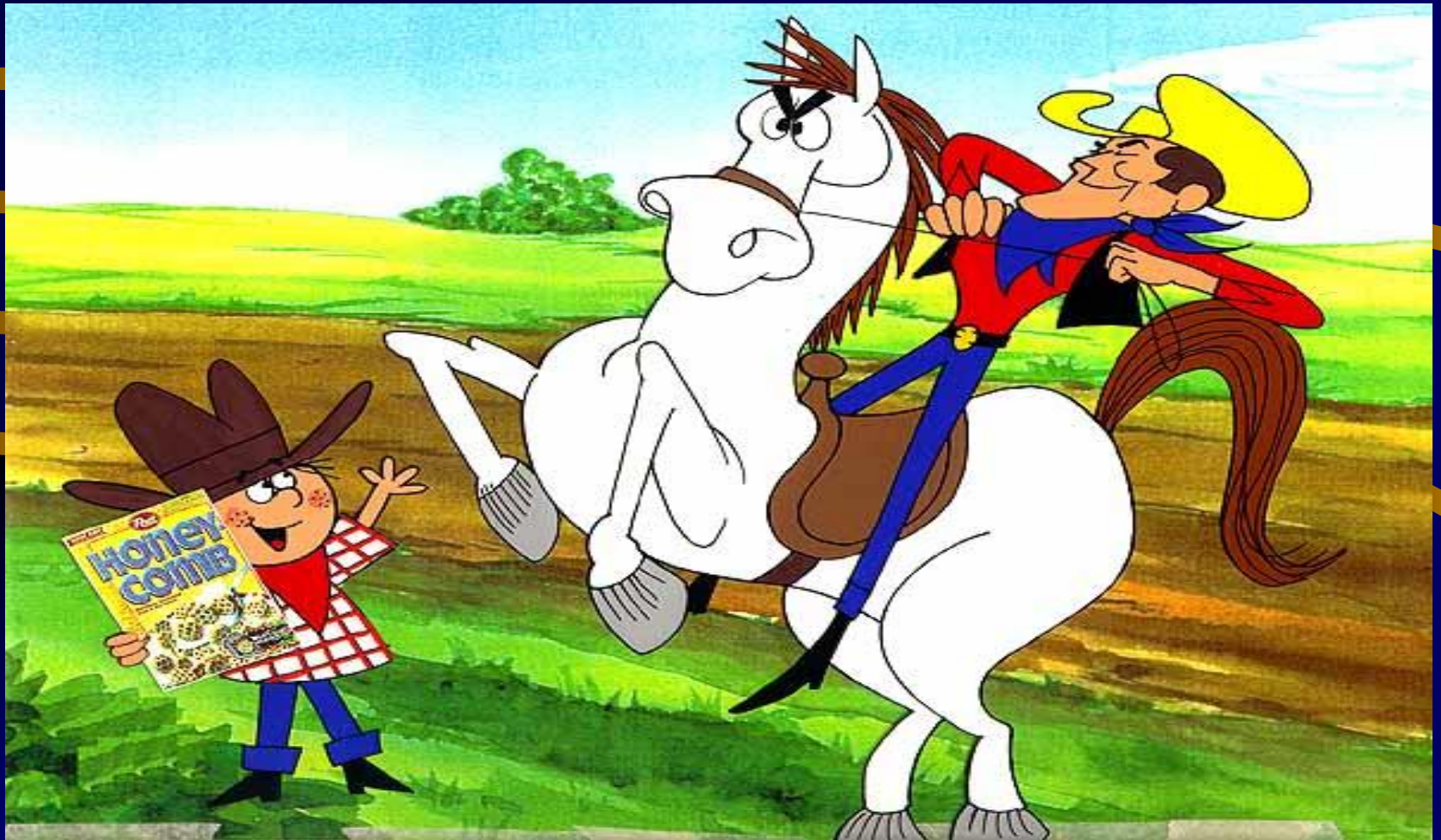
B. The Defaulter Boss

C. The Drawer Boss

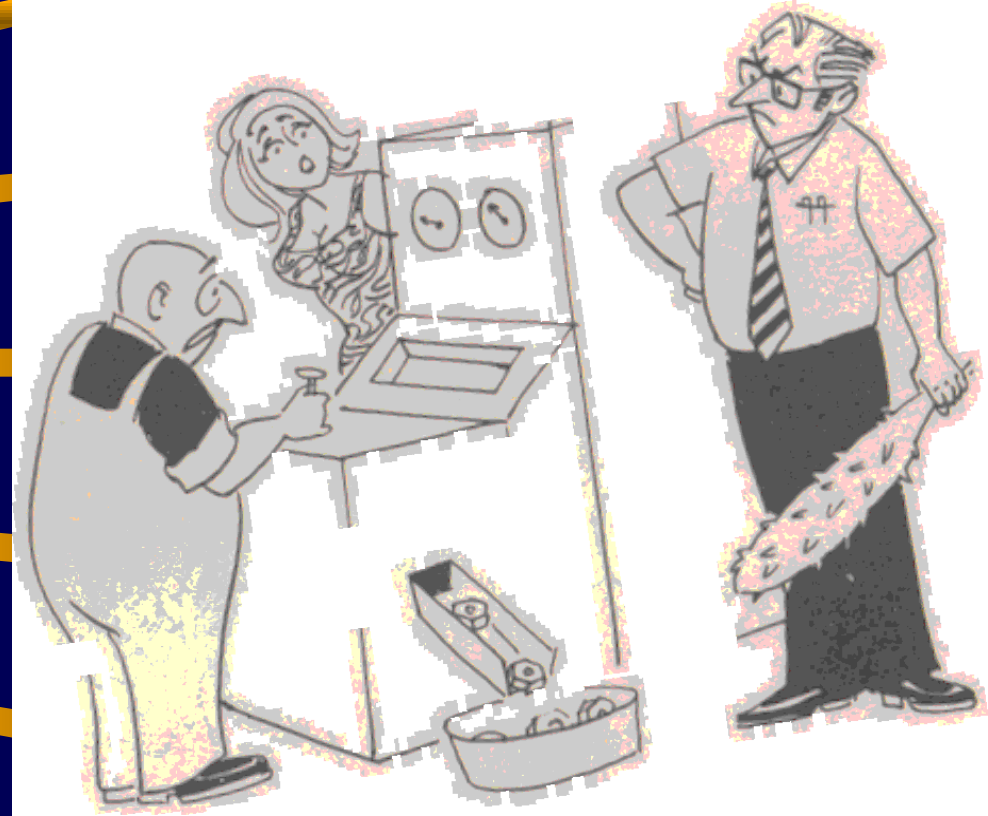
D. The Developer Boss.

- **Bosses differ in their approach to subordinates and work.**
- **Exceptional Leaders leave permanent impact on the lives of the people they lead.**

A. The Driver Boss

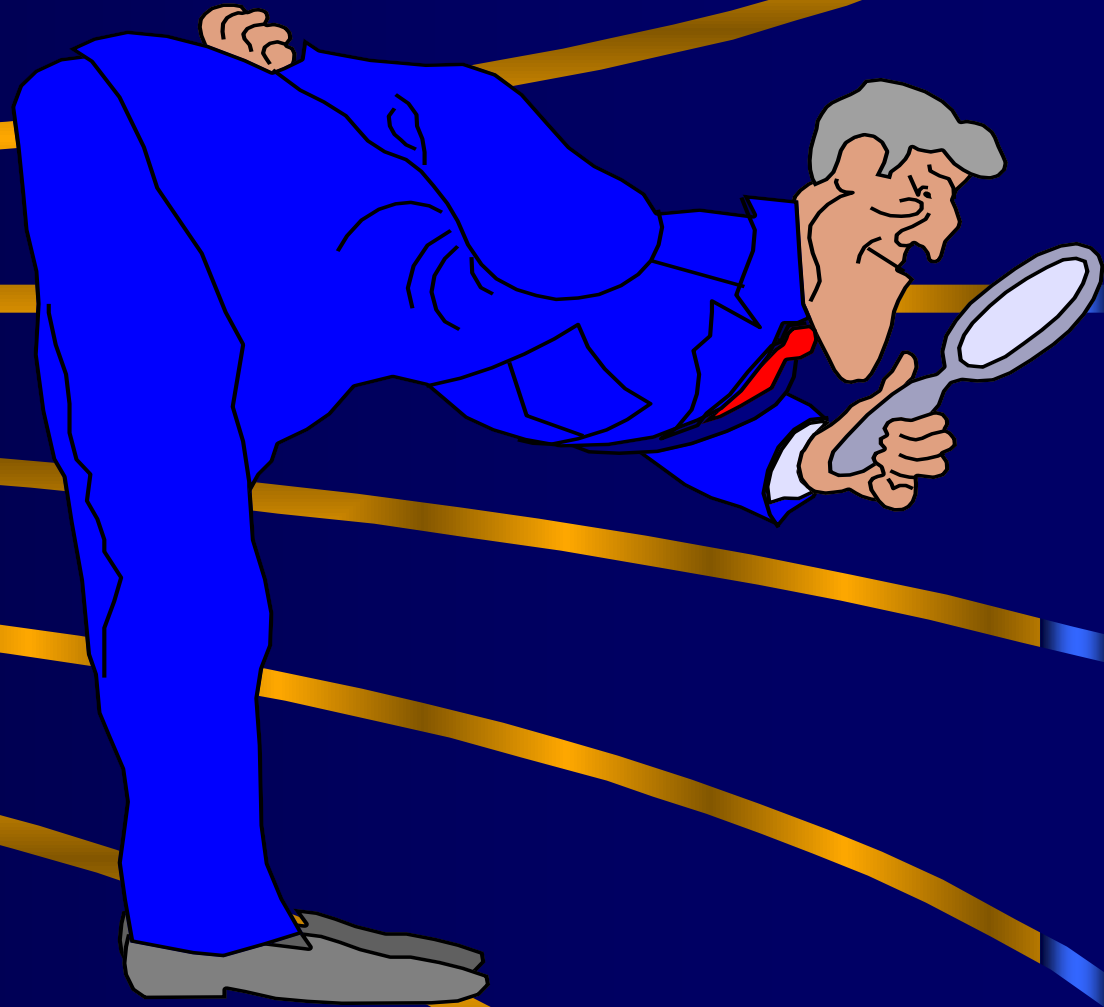


Drill – Sergeant



Characteristics

- A classic tyrant likes to have total control. Leads by punishing mistakes. Always looking for mistakes.



- **Tendency to get involved in petty details and trivia.**

- **Demands respect but gets animosity.**
- **Subordinates just survive to stay out of trouble.**
- **Low Self esteem and strong fear of failure.**

- **Destroys Self-esteem of Subordinates.**
- **Trusts few people and respects fewer.**
- **Work Style of Over Supervision**
- **Subordinates look for first opportunity to sabotage plans of Driver-Leader.**

Dealing with the Driver Boss

- **Do not surrender to a Driver Boss. Loyalty is neither conformity nor servility.**
- **Demonstrate that you are willing and able to share his responsibility.**
- **Be prepared to stand up or else lose your Self-respect.**

Ruthless Boss and Tough Boss are different

A Tough Boss:

- Takes unpleasant decisions but is sensitive to human factors like patience, courtesy etc.

A Ruthless Boss:

- is devoid of human factors.

B. The Defaulter Boss



The Defaulter/Silent Boss



- “Just go out there and do the job; you will be fine”.

Or

- “I never know what he wants from me, because he never says anything”.

Abandons the subordinates who have to operate in a vacuum.

- Makes the subordinate to deal with problems alone.

Expects them to sail or sink on their own.

- Do the job or get out.
- Does not train, instruct, develop, support or encourage subordinates.
- Punishes a person by ignoring him or excluding him from important jobs i.e. meetings, negotiations etc.

- **Favourite punishment – dismissal.**
- **Entrusts jobs to wrong persons.**
- **Uncomfortable in dealing with people.**
- **Thinks people can be replaced like paper cups.**
- **Issues vague and ambiguous ‘instructions’.**
- **Sets unclear targets, unreasonable time limits etc.**

Dealing with Defaulter Boss

Take initiative and ask for three Key things.

- **A Performance Plan**- goals, steps and the manner in which you are expected to perform them.
- Ask for **specific deadlines** for tasks.
- **Feed back** about performance – his likes or dislikes.

- **Vague directives – Learn to obtain clarifications about the task at the outset.**
- **Pull the defaulter Boss into what you are doing and how. Show him results, even if he does not ask for them.**
- **Find creative ways to involve him in your job.**

**THE DRIVER BOSS
OVER MANAGES**

**THE DEFAULTER BOSS
OVERLOOKS**

Type Three : The Drawer Boss



The Drawer Boss

- **Characteristics**
- **Draws out the best in Subordinates.**
- **Employs intelligence and Creative Communications procedures**
- **Gives positive feed back about work.**
- **Where deserved, he gives recognition**

DRAW LEADER.

- Involves the subordinate in assessing his work. It essentially leads to a good relationship.
- Open to innovation, whereas the Driver and Defaulter leaders are not.
- Mainly interested in results.
- Patient and Receptive Listener.

- **Your initiative and motivation respected even though your idea is rejected.**
- **Uses creative ways to provide feed back.**
- **Makes people responsible for their own work and for the evaluation of their own performance.**

Drawer Bosses –

- **Elicit high level of performance from their Subordinates.**
- **Working with Drawer Leader is a positive experience.**

Negative Features

❁ Overdoes improvement in environment: disrupts good procedures.

❁ When recognition is overdone, it begins to lose its impact.

❁ Law of diminishing returns.

Dealing with Drawer Bosses

- Give him good and frequent feedback
- Compliment him for the innovation that works.
- Do not let him live in a vacuum.
- Suggest innovative solutions to the Boss's problems through interaction.

Type Four: The 'Developer' Boss



The Developer Boss



 **Both task and people-oriented.**

 **Trains and develops subordinates in independent decision-making .**

✿ **Trains Subordinates not only in developing Skills but also in thinking.**

✿ **Can be tough and decisive when needed but won't impose his will.**

✿ **Encourages disagreement.**

 **Developer leaders know their Subordinate's potential better than the Subordinates themselves.**

 **Marked initiative and dynamism.**

 **His words backed up by his actions.**

Dealing with A Developer Boss.

On the whole the best Boss to work with!

- **Volunteer for any assignment that will help you to learn what he thinks and how he works.**
- **Take risks- the Boss will protect you from bona-fide mistakes.**
- **Learning from a Developer leader is vital to subordinates growth.**

Demanding Boss



Fistslam

Demands attention and usually gets it.

Strategy for Boss Management:

Objective - To gain trust, Confidence and respect from your Boss.

1- Deal in solutions, not problems

- ✿ Be a subordinate who solves problems: - the solution carrier rather than the problem carrier.
- ✿ Preventing Boss from imposing solutions that you might find difficult to implement.
- ✿ Whenever possible bring your Boss good news.
- ✿ Competent subordinates- take some of the load off the boss's shoulders.

2- Catch the Boss doing some thing
good:

But give a sincere feed back.

- Avoid Excessive praise.

“You are the best officer, I have
ever had”

*Realise the power and direction of
the praise.*

3- Project Accomplishments

-A national study in U.S.A. – 86% of executives looking for jobs had failed to call their superior's attention to their accomplishments.

Visibility and Recognition : vital to your success. To be achieved in a legitimate and subtle way. Trying too hard for reward will back fire. Do not be a sharpshooter or seek recognition too eagerly.

🌸 Publicity- to make your competence
visible :

🌸 Look beyond the boundaries of your
job. Bosses enjoy being told by outsiders
that they have an exemplary
subordinate.

🌸 Write articles in professional journals.
To your Boss it shows that you are
confident, knowledgeable and
enthusiastic.

4- Make your Boss your partner

Involve your boss in your innovative ideas. Convince him of its value to the organization and be willing to share some of the credit. Let the boss share the spotlight for autonomy and esteem in return from him.

5. Responsibility Minus Authority Dilemma

-Do not take one without the other. Insist on both lest you find yourself stuck in the middle. e.g. dispatch to regional office to handle a crisis without authorisation of the boss to commit financial and other resources of the deptt.

“Can I tell the Zonal Head that you personally approved his request for an increase in his budget?”

-Inspire the Boss to begin trusting you.

Avoid attack like “ Look, I get the feeling you don’t trust me” – “I sense hesitancy about what I am to do. Can you help me clarify what my role is?”

Also realise that the trust is a process, not a miracle. It is built up gradually and surfaces slowly.

6- Establish Rapport with the Boss's Assistant

To understand your boss's likes, dislikes, his habits, work style, professional interest, etc. Whether likes written reports or verbal discussion.

Is it better to see him in the morning or afternoon?

-Your Boss's image of you largely determined by the impression received from the assistant.

-Not uncommon for a Boss to ask: "What do you think of X? Can we trust him for Y job?"

Be courteous, polite, friendly and helpful to the Asstt. Cultivate his trust by treating him with respect.

Need not send flowers or cinema ticket to the Asstt.

VI. Strategies For Women

- Erroneous Assumptions about women in Civil Service Complicate Boss – Subordinate relationships
 - Women not as strong as men.
 - Women not much concerned about promotion. Avoid tours.
 - Stay home when a child is sick.

- **Demonstrate that you are not the type to crumble under pressure.**
- **Do not see a male Boss as Super protector to solve your day to day problems. Ask for more and more challenging tasks. Take initiative.**
- **Insist on feed back about your performance. Let Boss know that you can take criticism for your own development.**

- **Meetings – Go well prepared. Speak assertively in clear and clipped voice and be direct and Concise. Observe men effective in getting ideas across.**

- **Women Bosses – too tough.**

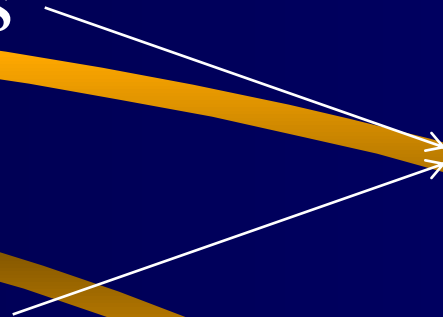
Over display of qualities like - technically oriented, rigid, tough, quantitative etc. Tend sometimes to lose empathy.

 **Be consistent and make sure that the Subordinates treat you as a professional.**

 **Don't vacillate between being emotional and logical.**

 **Avoid interference in Personal life.**

VII. BOSS MANAGEMENT : SOME PRACTICAL TIPS

- Know your strengths & weakness
 - Know your Boss's strength & weaknesses
 - Know work needs and emotional needs of Boss.
- Compliment each other**
- 
- A diagram consisting of two white arrows. The first arrow originates from the text 'Know your strengths & weakness' and points towards the text 'Compliment each other'. The second arrow originates from the text 'Know your Boss's strength & weaknesses' and also points towards the text 'Compliment each other'.

- **Never criticise your Boss either in front of others or behind his back.**
- **Be willing to be a good team player. Help your boss become a good team leader - Rules of Team Play.**
- **Learn how to build trust. Show your boss you're trustworthy.**

- **Keep the lines of communication open. Give your boss sincere feedback on his performance. Ask questions, rely on his or her guidance.**
- **Share your expertise, innovation and creativity with your Boss. Your Boss can learn from you, too.**
- **Understand Body Language of Boss.**

- **Don't take criticism personally.**
- **Be Loyal - Develop unshakeable reputation of an honest and truly straightforward person.**
- **Learn to keep your mouth shut. Develop a reputation for keeping secrets.**

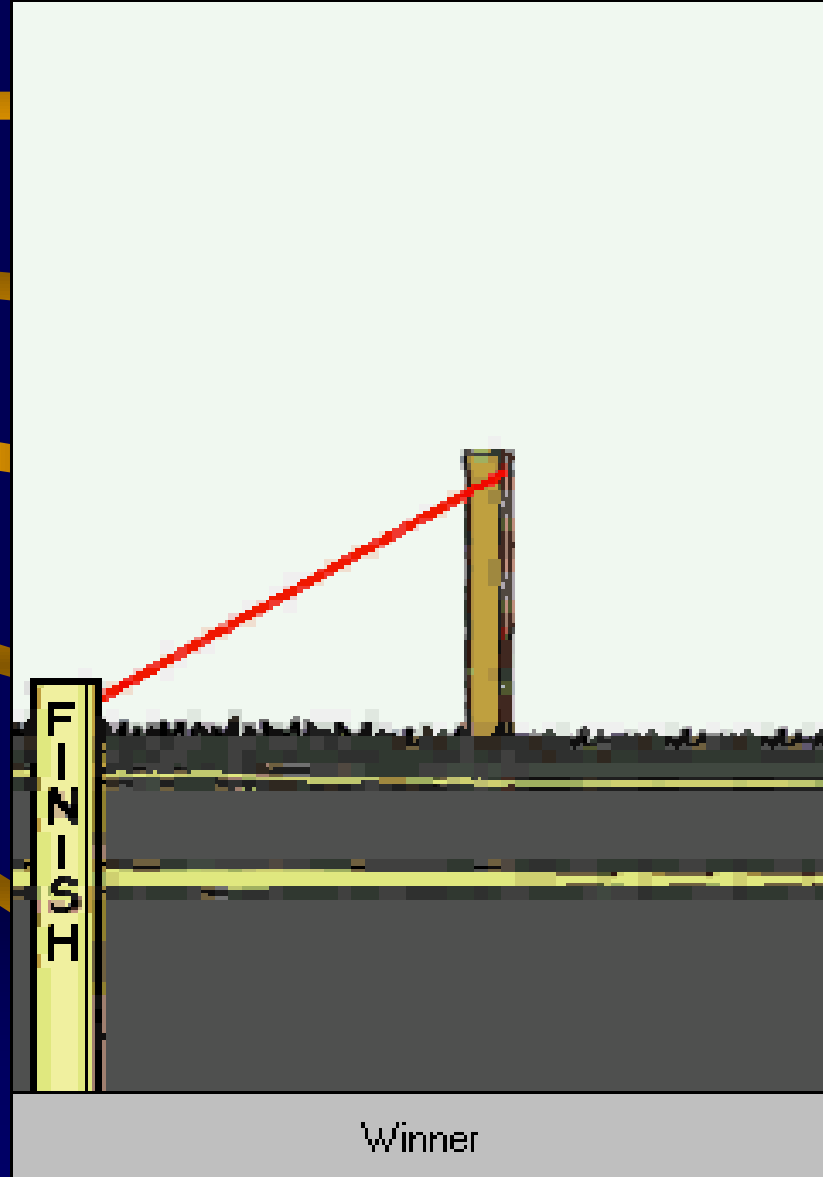
- **Volunteer for extra Projects.**
- **Look for solutions to Problems. Always stay objective, concise, professional and calm.**

• Bosses do not like to be surprised by events. Break good or bad news before the event.

**• Do not make your Boss feel- a spent force not needed by a 'bright star' -
Never underestimate Him.**

With a well managed BOSS

YOU are the winner!



Thank You

