

# How to Manage Your Manager

*Managing Upward in Today's Workplace*

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# How to Manage Your Manager



## Agenda

- Workplace Dynamics
- Management Development
- Identifying Management Types
- Workplace Bullying
- Youth vs. Experience
- Relationship Management
- Strategies and Techniques

## Objective

- To provide tools to identify management styles and methods to build successful relationships

## The Survey Says...



- 29% love their managers
  - *The good news!*
- 21% have a cordial relationship
- 21% report they hate their bosses
- 16% report having a neutral relationship
- 75% boss is most stressful part of job
- 65% would take new boss over pay raise
- 11% responded they are *thankfully* self-employed

# The Old vs. New Workplace



- Then
  - Positive inter-personal management skills were valued
  - Management Training was a corporate priority
  - People skills were developed
  - Everyone worked in the office
- Now
  - Do more with less
  - Get it done – Now!
  - Humans are Resources
  - Virtual workplace - mobile workers
  - The increasing rate of change



*The more things change... the more things change!*

# Investment



Areas in which businesses plan to invest within the next three years.



75%	Marketing
68%	Sales
61%	Technology
57%	Company web site
43%	Company online services
32%	Recruitment
28%	Management personnel
25%	Designing products
18%	Outsourcing
16%	Web logs
14%	Manufacturing
5%	None
4%	Other

As a % of respondents  
Source: Harris Interactive

# Leadership vs. Management



Leadership is a set of demonstrated skills that helps build strong working relationships, inspires team collaboration and motivates others to obtain great results.

## 5 Strategic Actions of Leaders:

- Vision
- Prediction
- Assessment
- Design
- Communication

“You cannot manage men into battle.  
You manage things, you lead people”

- *Grace Murray Hopper*  
*Rear Admiral, U.S. Navy & Computer Scientist*

- Valarie Walker, Think6

# Most Valued Leadership Skills



Good Communications	47%
Sense of Vision	44%
Honesty	32%
Decisiveness	31%
Good Employee Relationships	26%
Intelligence	23%
Creativity	22%
Attention to Detail	21%

*Right Management Consultants*

# The Peter Principle



“In a hierarchy every employee tends to rise to his level of incompetence.”

- *Dr. Laurence Peter, 1968*



# The Jobs Principle



“So we hired a bunch of MBA-style managers – and sure they knew how to manage – but they couldn’t do anything”

- *Steve Jobs commenting on Apple’s growth*



# The Dilbert Principle

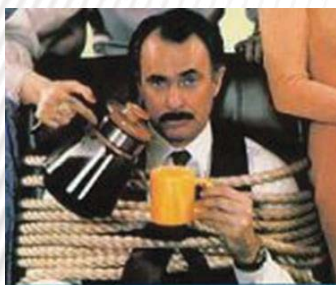


Companies tend to systematically promote their least-competent employees to management (generally middle management), to limit the amount of damage they can do.

- Scott Adams



# Management Types



- Bully > Management by Terror
- Paranoid > Locks herself in the office
- New Ager > Too busy “nurturing” to focus on your development
- Narcissist > You are just a fleck in the majestic spectacle of their life
- Bureaucrazy > Organizational Fascist
- Disaster Hunter > Looking for trouble in all places
- Obsessive-Compulsive > Works until *you* drop

“Crazy Bosses” - King

# Personality Types: DISC Model



## Dominant

- Direct
- Demanding
- Decisive
- Determined
- Doer

Task-Oriented

Outgoing



Reserved

## Inspiring

- Influencing
- Impressionable
- Interactive
- Impressive
- Involved

People-Oriented

## Cautious

- Calculating
- Competent
- Conscientious
- Contemplative
- Careful

## Supportive

- Stable
- Steady
- Sweet
- Status-quo
- Shy

# Personality Types: Myers-Briggs



## PERSONALITY TYPES KEY

**E**

### Extroverts

Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.

**S**

### Sensors

Sensors are realistic people who like to focus on the facts and details. They apply common sense and past experience to find practical solutions to problems.

**T**

### Thinkers

Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.

**J**

### Judgers

Judgers tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.

**I**

### Introverts

Introverts often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.

**N**

### Intuitives

Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.

**F**

### Feelers

Feelers tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.

**P**

### Perceivers

Perceivers prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

## Blind Spots



“Many manage as they were managed in the past. They may wind up emulating that person when they get to be a manager, because that is all they know.”

- *Lois A. Krause, SHRM-SCP, HR Consultant*

“If you don’t know how to manage, you’ll resort to cruelty.”

- *Gary Namie, Director, Workplace Bullying Institute*

## Workplace Bullying



Office bullying is defined as "repeated, health-harming mistreatment" that involves verbal abuse, work sabotage and/or humiliation and intimidation

- 20% of adults have directly experienced abusive conduct at work
- More than two-thirds of office bullies are men
- Women are targeted at higher rates
- Hispanics report higher levels of bullying

- *Workplace Bullying Institute*



# Abusive Relationships



- 39% of workers said their supervisor failed to keep promises
- 37% said their supervisor failed to give due credit
- 31% said their supervisor gave them the "silent treatment" in the past year.
- 27% said their supervisor made negative comments about them to other employees or managers
- 24% said their supervisor invaded their privacy
- 23% said their supervisor blamed others to cover up mistakes or to minimize embarrassment

*Florida State University, The Leadership Quarterly*

# Types of Workplace Bullying



- Verbal abuse
- Threats
- Humiliation
- Gaslighting - Psychological Manipulation
- Ostracism or isolation
- Withholding resources or information
- Intimidation
- Sabotage
- Reputation damage due to rumors
- Unfairly negative evaluation of work
- Office sexual harassment

- *Rebecca Koenig, U.S. News*



# Confronting Workplace Bullies



- Recognize bullying and make the connection between the behavior and your emotional reaction
- Confronting the bully may be enough to stop the behavior
- Report the behavior but try to build alliances first
- Formalize and document your communication with the bully

*“If you don’t know how to manage, you’ll resort to cruelty”*

- Gary Namie, Director, Workplace Bullying Institute

# Where did that come from?



- Brilliance breeds arrogance
- Be like me
- Miscast: *The Techie as Manager*
- So this is what management is like?
- Team Player vs. Lone Ranger
- People = Problems



*Salespeople naturally have big egos, attitude and arrogance!*

# Youth vs. Experience



## Tips For Younger Bosses

- Gray hair doesn't mean “over the hill”. Profit from their experience.
- Clarify expectations, deadlines and success measurements.
- Describe the skills and competencies you have that can help them, without bragging.
- Find out how workers want to communicate with you.
- Don't misuse authority. Older workers understand the chain of command.
- Respect & trust workers as colleagues.

*Manage as if you need your employees more than they need you*

# Experience vs. Youth



## Working With Young Bosses

- Share information or experiences they don't have
  - Caution: Private conversations sometimes are best
- Do not take lack of "personal touch" personally
- Younger workers use technology to communicate
- Get the chip off your shoulder. Accept offers of advice and suggestions
- Youth doesn't always equate to attitude. If they know something you don't, ask for help
- It's not “back in the day” any more - Don't call attention to age differences
- Remember how you felt early in your career

*Marketing Fire, The Generational Imperative*

# Relationship Management Strategies



- Find & share common interests
  - Family, Sports, Hobbies
  - Business & Career Goals

*Caution: Don't get too close*
- Form alliances with peers & other managers
- Adopt communications style
  - E-mail vs. V-mail vs. Text
  - Pictures vs. Words
  - Detail vs. Summary
  - Early vs. Late
  - Team Player vs. Lone Ranger
- Find opportunities to make them look good
  - *Let them play the role they want to play*

## Relationship Management



All relationships require work and planning

- Determine your manager's personality
- Identify their goals & objectives
- Recognize their work habits
- Understand where they came from
  - ... *and where they're going*
- Company culture & political environment
- Know your manager's manager
- Personal life

# Managing the Relationship



- Communicate what you want
- Negotiate like a customer
  - If you do this, I will do that ...
- Advise and counsel
  - “Jim, do you know those jokes are offensive to your team?”
- Don't take abuse, set boundaries
  - “Please don't talk to me like that!”
  - “I'm available via text messaging from 7:00 am to 7:00 pm”
- Document your agreements
  - Dear Jane: Today we agreed you will take time to help me...
  - What is not written, never happened
- Personal log
  - Dates, incidents, issue, comments, promises, etc.

*Professionalism & Respect Reflected in Behavior*

# Work From a Position of Power



What do you bring to the table?

- Don't make it personal, it's business
- Be a winner, not a whiner
- Bring solutions, not problems
- Deliver performance, not drama

*Control the things you can control!*

# Lessons Learned



- Successful relationships require communications, work & planning
- It starts with your performance
- Managers are made, not born
- Managers are people too
- Mutual success *should* breed mutual respect
- I was looking for a job when I found this one

Manage the relationship by setting reasonable expectations, communicating honestly and using humor to diffuse conflict

- Deirdre Polson, HomeShark, Inc.

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