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## Managing Your Boss

### A one day programme

How should you manage your boss? The boss can be a problem; too hands on or not enough. Managers can be too vague about what they want you to do; conversely, they are sticklers about doing things by the book. Nevertheless, the boss is the boss, and going head-to-head can be very hazardous to your career, I know I have done it!

If you are supposed to be a successful manager then a difficult boss is just another problem to manage. You will not be the first, and just to prove it, I will guide you through other people's experiences as well as my own. I will describe both the right ways to manage your boss and the wrong ways, having done both in my time.

### Key elements of managing your boss

To many people, the phrase “managing your boss” may sound unusual or suspicious. Because of the traditional top-down emphasis in most organizations, it is not obvious why you need to manage relationships upward—unless, of course, you would do so for personal or political reasons. However, we are not referring to political manoeuvring or to apple-polishing. We are using the term to mean the process of consciously working with your superior to obtain the best possible results for you, your boss, and the organisation.

Recent studies suggest that effective managers take time and effort to manage not only relationships with their subordinates, but also those with their bosses. These studies also show that otherwise talented and aggressive managers, sometimes ignore this essential aspect of management. Indeed, some managers who actively and effectively supervise subordinates, products, markets, and technologies assume an almost passively reactive stance vis-à-vis their bosses. Such a stance usually hurts them and their organisations.

### The programme enables participants to:

- Understand difficult people better
- Appreciate the others viewpoint and how to effectively counter it
- Build an effective strategy to improve the relationship
- Design specific counters to your boss's weaknesses
- Build respect and trust with your boss
- Learn and plan your own leadership style
- Be able to apply the correct leadership model to the team

### Learning outcomes:

Understand the importance of the personal relationship with your manager. Each person will learn techniques to create and develop an excellent working relationship with their manager. Equally, you will learn how to deal with a poor relationship and to defend yourself against poor, unfair, or unreasonable managers, without letting the situation get out of hand. Finally, you will learn how to use assertiveness to promote your genuine rights, while not infringing the rights of your manager or colleagues.

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## Programme Agenda

### Transaction Analysis (TA)

What is transaction analysis TA?  
Key ideas of TA  
Ego states  
Scripts

### Dealing with difficult people

Mind set  
Games in the workplace  
Rackets and Stamps  
A personal strategy for improvement

### Building effective relationships

Analysing the current relationship  
What can I do to improve?  
What can my manager do to improve?  
How can we work it out?  
Where do I go from here?

### Typical delegates are:

All people who work for someone else and who need to build a good working relationship with their manager. Also for people charged with completing work delegated to them, but their manager still carries the overall responsibility.

### How does TA operate?

Transactions  
Strokes  
Time Structuring  
Discounting, redefining and symbiosis  
Developing strategies

### Dealing with difficult superiors

Poor motivators  
The aggressive superior  
Supervisors with poor supervisory skills  
The manager promoted too soon

### Leadership styles

What leadership style do I want?  
What leadership style do I get?  
How to develop a working style  
Building trust and empathy  
A plan for tomorrow