

Dealing With Difficult Bosses

How to Succeed with Any Type of Boss!

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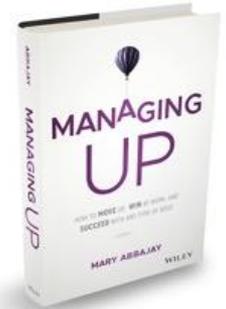
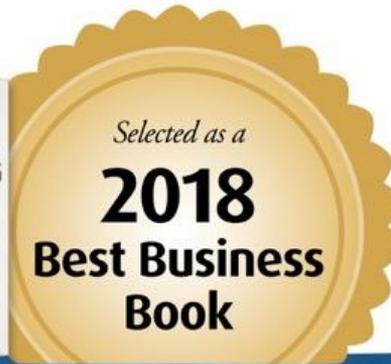
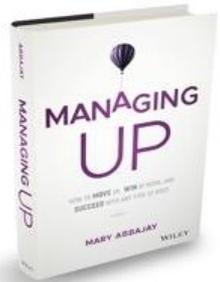
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What is Managing Up?

“**Managing Up**” is consciously working with “higher ups” to obtain the best possible results for **you, your boss, and the organization.**



This is *NOT* Managing Up





***REASONS TO
MANAGE UP***

Your boss matters

•••

Your career matters

•••

We can't change others

The **Truth** About Bosses

- ❖ Poor managers remain #1 cause of employee unhappiness & turnover
- ❖ Organizations often promote people based on technical skills
- ❖ 21st century workforce brings new expectations
- ❖ Most managers don't get training until after they've become the boss!

The True Costs of a Bad Boss

75% of U.S. workers **say** their **boss is the worst** part of their **job**



Bad bosses cost the world economy an estimated **\$360 billion** in productivity



Workers with bad managers are **60%** more **likely** to suffer **heart trauma**



A Spectrum of Experience





The *F* Word

The Importance of Followership

- ❖ On average, leaders contribute no more than 20 percent to the success of most organizations
- ❖ Most people, whatever their title, spend more time working as followers than as leaders
- ❖ The skills of followership and leadership are inextricably linked



OBJECTIONS

- ❖ My boss “should”
- ❖ Need to be right
- ❖ Authenticity
- ❖ Feels icky
- ❖ Requires extra effort!



Manage Up Essentials

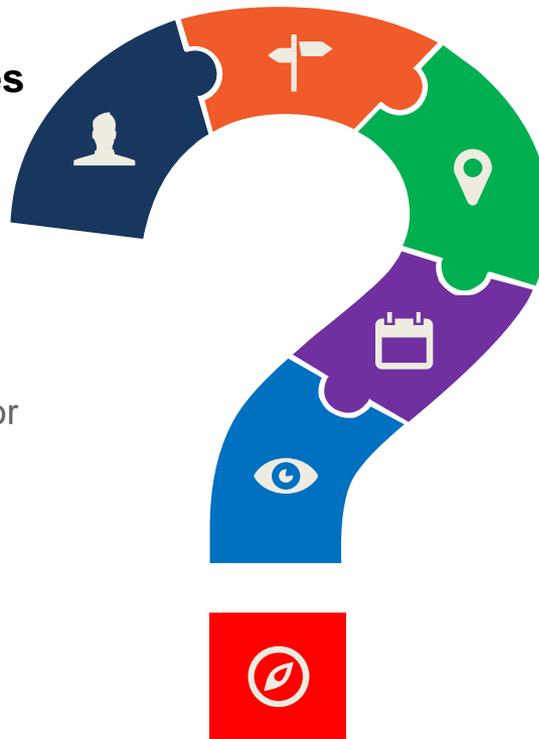
1. Learn boss' **work style** & **preferences**, **pet peeves**, and **priorities**
2. **Understand your own preferences**, strengths, and weaknesses
3. Assess the **gap** and **adapt** **OR** know when **to go...**



Piecing Together the Boss Puzzle

- **Communication Preferences**

How does your boss prefer to communicate? Are they introvert or extrovert?



- **Workstyle**

Collaborative or independent? Cautious or innovative? Detail or big picture?

- **Time Orientation & Pace**

Patient vs. Impatient? Fast vs. moderate? Time oriented or task oriented?

- **Task or Relationship?**

Task first or people first? Engaging or reserved?

- **Goals & Motivations**

What motivates your boss? What are her goals? What does he prioritize?

- **Concerns & Climate**

What does your boss worry about? What does her boss worry about?

Let's Meet Some Bosses!!!



**Difficult
Boss Types**



Hands On.

The Micromanager



Hands Off.

The Ghost



Too Much Work.

The Workaholic



Too Much Chaos.

The Impulsive



Too Little.

The Inexperienced



Too Critical.

The Nitpicker



Which One is **Hardest** for You?

- Micromanaging
- Hands Off/Ghost
- Workaholic
- Impulsive
- Nitpicking
- Inexperienced



Which Might *You* Do?

- Micromanaging
- Hands Off/Ghost
- Workaholic
- Impulsive
- Inexperienced
- Nitpicking



Strategies: Micromanager

- ❖ Don't take it personally
- ❖ Learn what they want!
- ❖ Offer regular updates and status reports proactively!
- ❖ Over communicate!
- ❖ Anticipate their involvement
- ❖ Remember: Information, Inclusion & Control



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Strategies: Hands-Off Supervisor



- ❖ Be proactive: solicit feedback
- ❖ Make **clear requests** for time and input
- ❖ Schedule regular meetings to discuss critical projects
- ❖ Be succinct and prepared

Strategies: The Workaholic

- ❖ Be clear about boundaries and requests
- ❖ Provide specific details regarding timelines on projects
- ❖ Bring your "A Game" everyday
- ❖ Go the extra mile when you can!



Strategies: “Nitpicking”

- ❖ Plan ahead for this behavior
- ❖ Learn what is important
- ❖ Pick battles wisely
- ❖ Offer a mix of positive reinforcement and questions



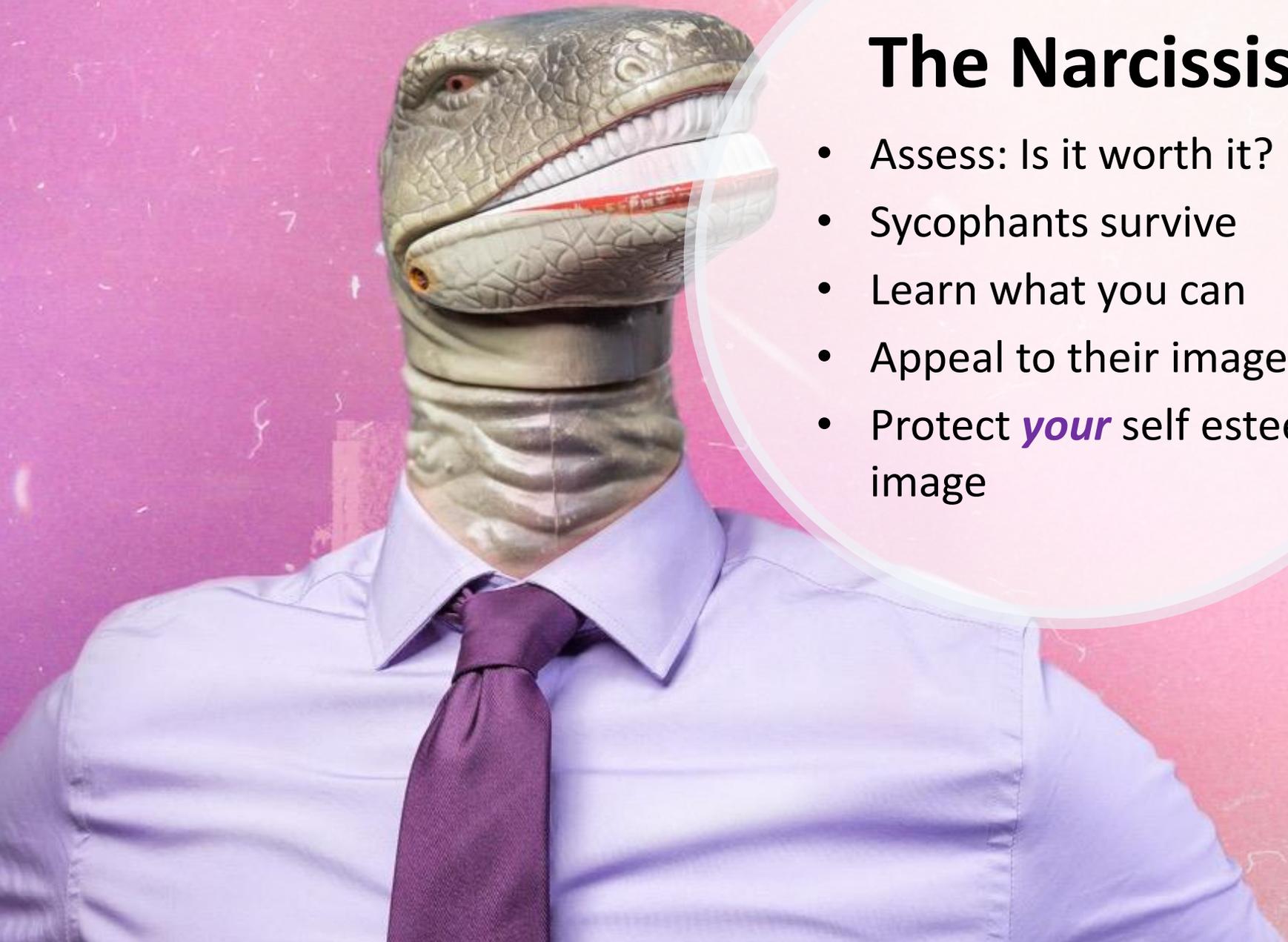
Inexperienced Strategies



- ❖ Be patient (and kind)
- ❖ Try to find his/her valuable qualities
- ❖ Look for opportunities to mentor
- ❖ Look for opportunities to shine
- ❖ Listen and ask question to learn more about what he/she knows...

The Truly Terrible





The Narcissist

- Assess: Is it worth it?
- Sycophants survive
- Learn what you can
- Appeal to their image
- Protect *your* self esteem & image

Psycho Crazy Bully Tyrants

- Adopt a survivor mentality
- Maintain your professionalism
- Activate support network
- Stay out of the line of fire
- A poisoned well is a poisoned well



Know When To Go!

“If at first you don’t succeed, try, try again. Then quit. There’s no point in being a damn fool about it.”

– *W.C. Fields*





It's Okay to Quit!

- Quitting is an act of courage
- Sunk costs vs. Opportunity costs
- Line up your next move
- Don't burn bridges
- Say goodbye!

Final Tips: Be a Boss Detective!



- ❖ Watch, observe and notice preferences and style
- ❖ Watch and observe: who's in, who's out
- ❖ Adapt, adapt, adapt! (Don't resist what is 😊)
- ❖ Help your team manage up to you!
- ❖ Have the conversation...

Have The Conversation!

- ❖ What are your preferences?
- ❖ What are your priorities?
- ❖ What are your pet peeves?
- ❖ What can I do more of, less of, or differently to work well with you?





Questions?



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