



How to Manage Your Manager

Managing Upward in a Virtual Work Environment

“Becoming a Nominee for Best Supporting Actor”

Rodney H. Adams

October 11, 2007



Agenda



- Our New World
- Management Development
- Identifying Management Types
- Relationship Management
- Youth vs. Experience
- Strategies and Techniques

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
- 11% responded they are *thankfully* self-employed

e-YourBoss.com, Fall Survey



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Abusive Relationships



- 39% of workers said their supervisor failed to keep promises
- 37% said their supervisor failed to give credit when due
- 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, Fall 2007



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The Old vs. New Economy



- 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



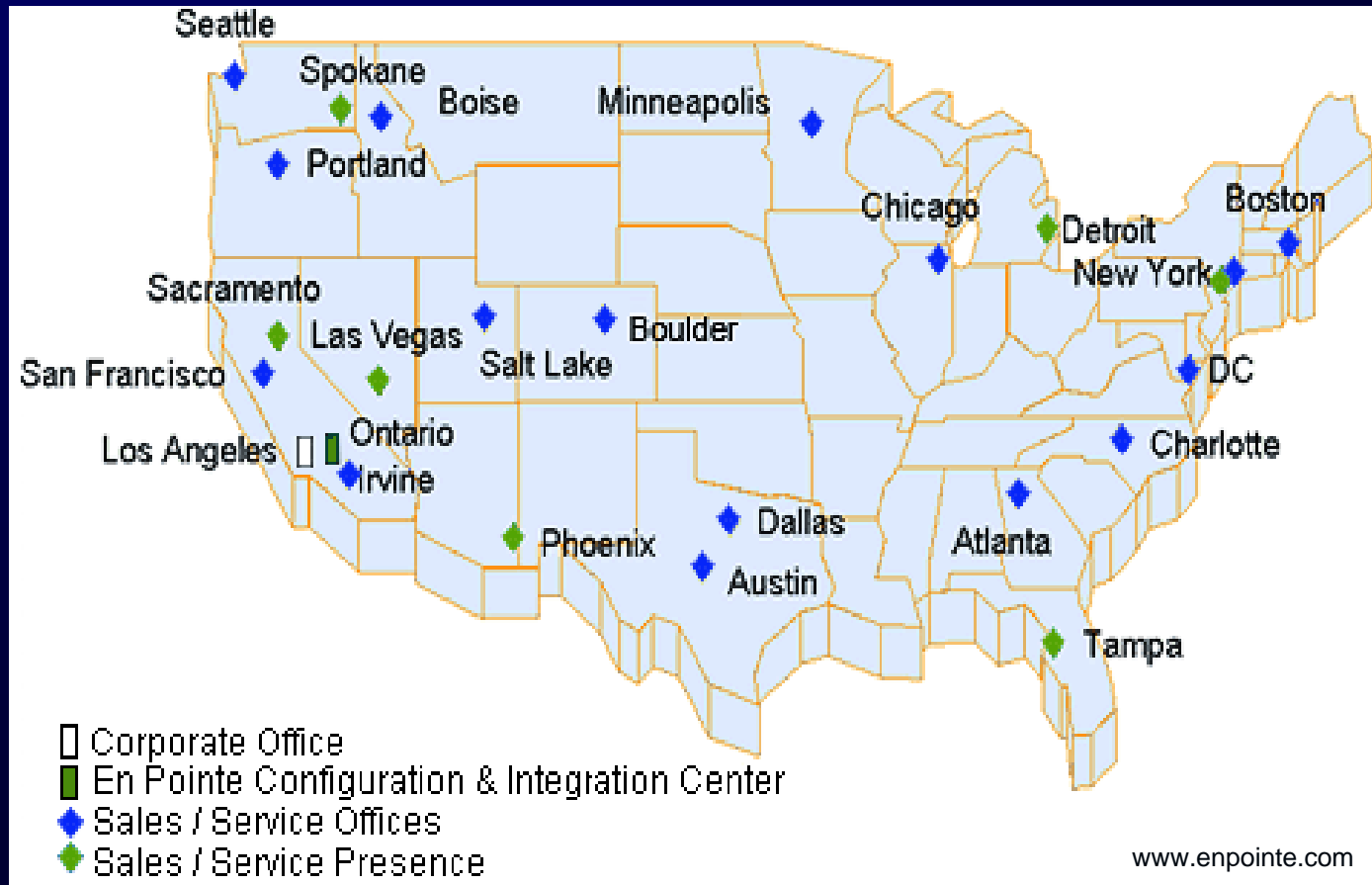
The more things change... the more things change!



Matrix Management



Many knowledge workers operate in a virtual, distributed, network enabled work environment.



Investments



Business areas in which U.S. 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 April 2006



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Leadership vs. Management



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

5 Strategic Actions of Leaders:

- Vision
- Prediction
- Assessment
- Design
- Communication

- Valarie Walker, Think6

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

- Grace Murray Hopper

Rear Admiral, U.S. Navy & Computer Scientist





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, 2005



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The Peter Principle



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

- Dr. Laurence Peter, 1968



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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.

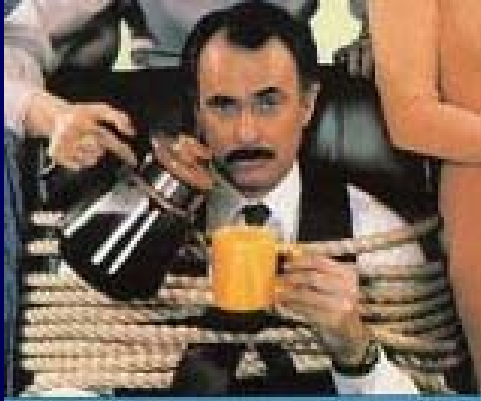
- Scott Adams

1 million copies sold, on the *New York Times* bestseller list for 43 weeks





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

Of course, there are some good ones!

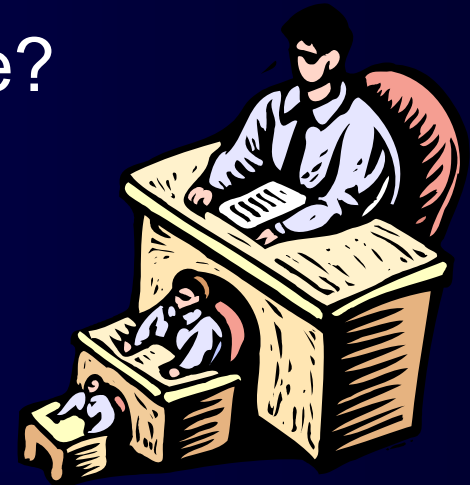


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Where did that come from?



- Brilliance breeds arrogance
- Be Like Mike
- Mis-casting: *The Techie as Manager*
- So this is what management is like?
- Ego tripping
- People = Problems



Salespeople naturally have big egos, attitude and arrogance!



Relationship Management



All relationships require work and planning

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



Relationship Management Strategy



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

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



Managing the Relationship



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



Professionalism & Respect Reflected in Behavior



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Experience vs. Youth



Workers With Young Bosses

- Share information or experiences they don't have
- 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
- Fuzzy cheeks and bright eyes don't always mean young people have attitudes. If they know something you don't, ask for help
- Remember how you felt when you were their age

Marketing Fire, the Generational Imperative

Youth vs. Experience



Tips For Younger Bosses

- Treat workers as colleagues, not like children
- 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 them

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

- Peter Drucker



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Work From a Position of Power



What do you bring to the table?

- Be a winner, not a whiner
- Bring solutions, not problems
- Deliver performance, not drama

Control the things you can control



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Lessons Learned



- Successful relationships require work & planning
- It starts with your performance
...Especially in Sales
- 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

“To manage your boss set reasonable expectations, communicate honestly and use humor to diffuse conflict”

- Deirdre Polson, HomeShark, Inc.



Questions & Discussion





Thank you!

Teamwork is the essence of life!

- Pat Riley, NBA Coach



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