

Managing Your Boss

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Introduction

Education

BS, Computer Science, Rensselaer Polytechnic Institute
MBA, Fuqua School of Business, Duke University

Career Highlights

~ 33 Years of Professional Work
MTI, DEC, UNC, GSK, BMS, Lilly, Accellent
Industry, Academia, Government, Entrepreneur
Public & Private Sectors & Companies, US and British
Staff size to 1000, Staff in 6 countries



Areas of Focus

All type of IT implementations and support, Plant Closures, Acquisitions, Plant startups

Areas of Interest

Project Management, People Management, Vendor Management

Bosses

~ 29 Bosses in 33 Years
Often multiple bosses at same time
In last 6 years have worked directly for 5 CEOs

This Evening

- Some thoughts on how to better work with your boss...
- Most of these have applicability for working with peers...
- As well as working with other stakeholders in your life...
- One man's experience...your mileage may differ...

Pop Quiz

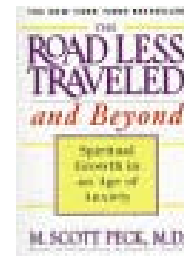
1. How does your manager interact and treat you versus how do they interact and treat their manager versus how do they interact and treat the receptionist, the janitor?
2. Two hospitals, one with a “good boss” surgical team and one with a “bad boss” surgical team. A study is done. Which team reports more surgical errors?
3. Have you watched ?



4. Do you know what the Secret of Life is?

Life is difficult.

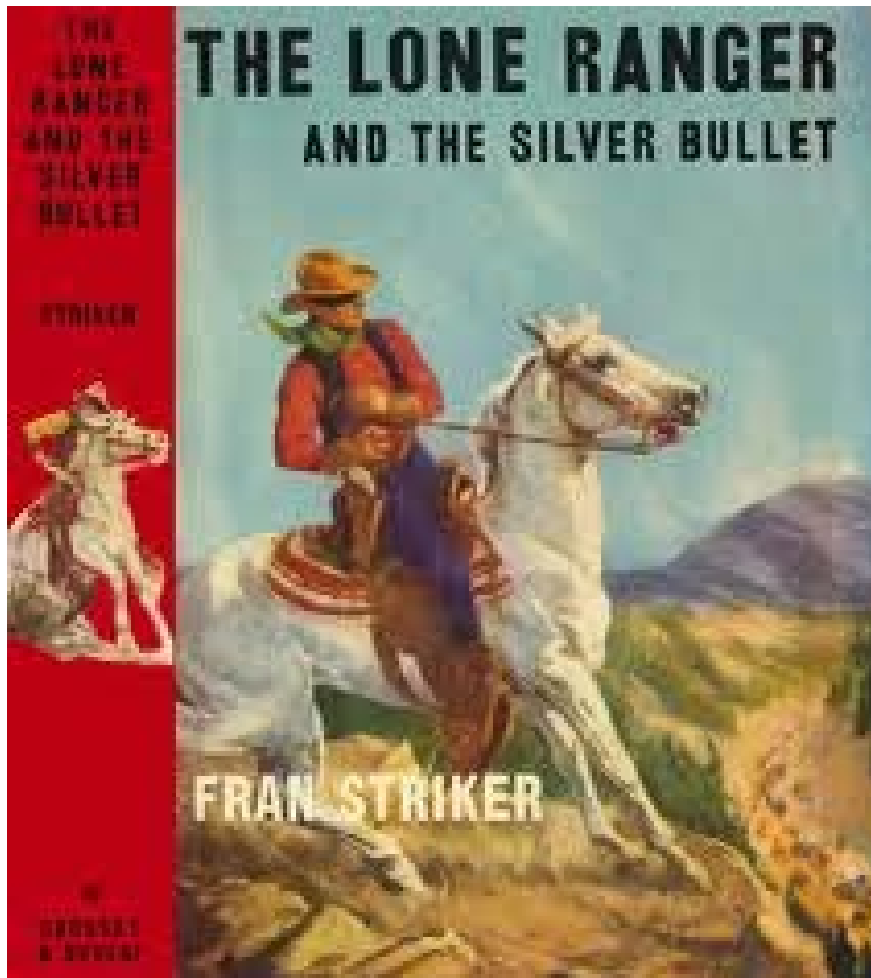
- *Scott Peck*



Life is suffering.

- *Buddha*





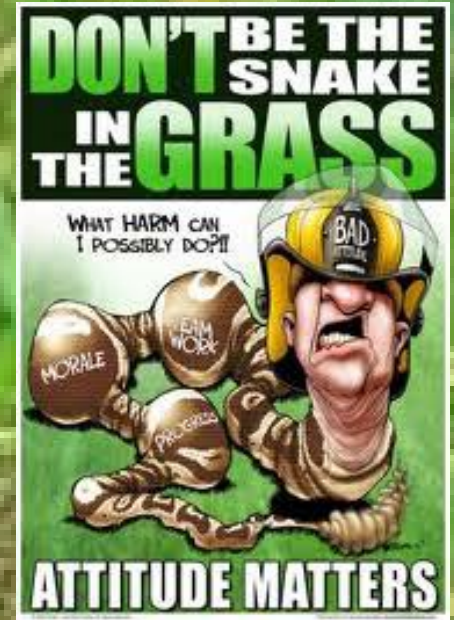
Life is a Journey

- ✓ There is no silver bullet
- ✓ It is a complex landscape
- ✓ It is an ever changing set of experiences
- ✓ Must equip yourself with many different tools
- ✓ Continually learning to use the tools better and better
- ✓ It is a life long process

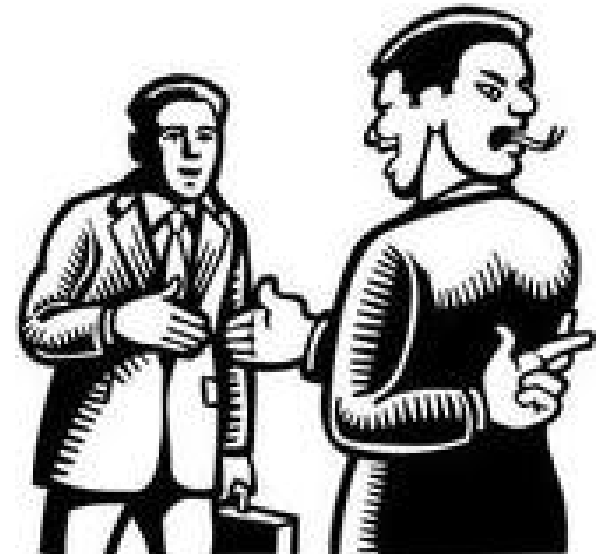
Special Guests

Lets visit with some of your past bosses...

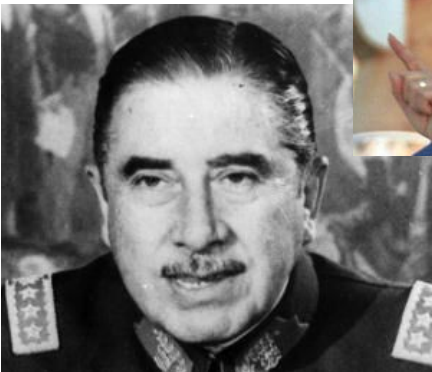
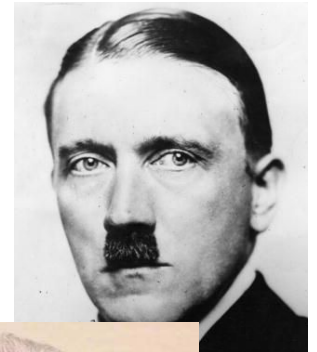
Snakes in the Grass



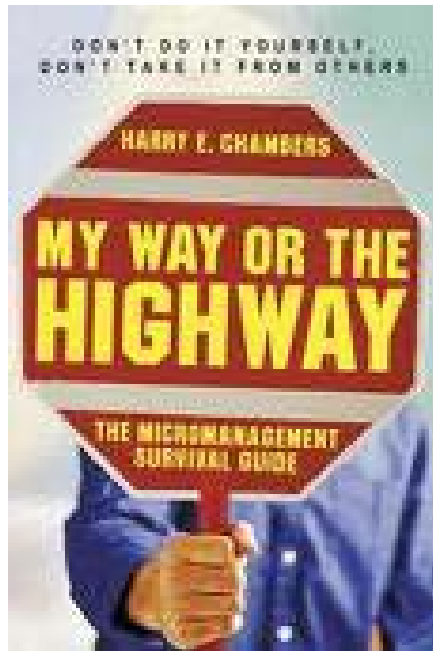
Two-Faced



Dictators and Bullies



Egotists



Incompetent

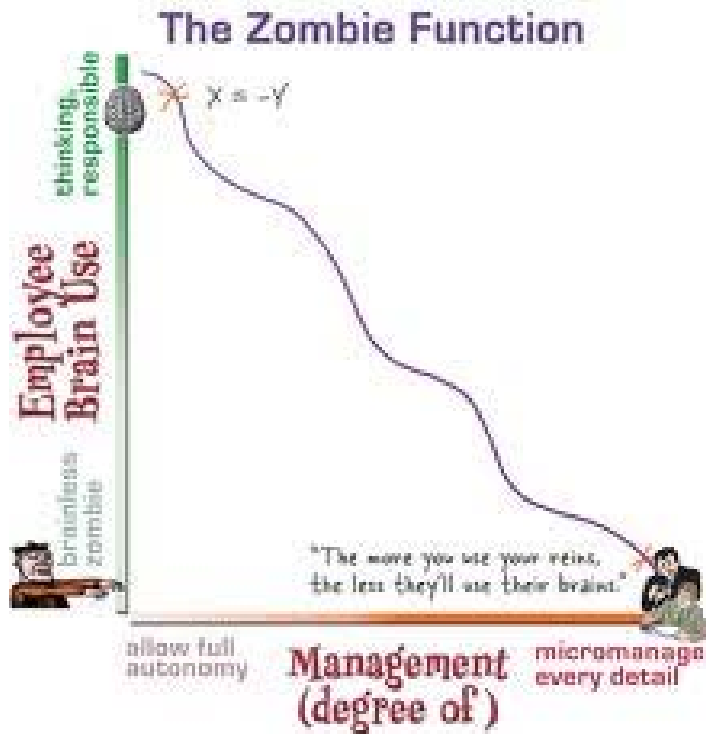


Careers

21 per cent of employees quit their jobs because their boss is incompetent or difficult



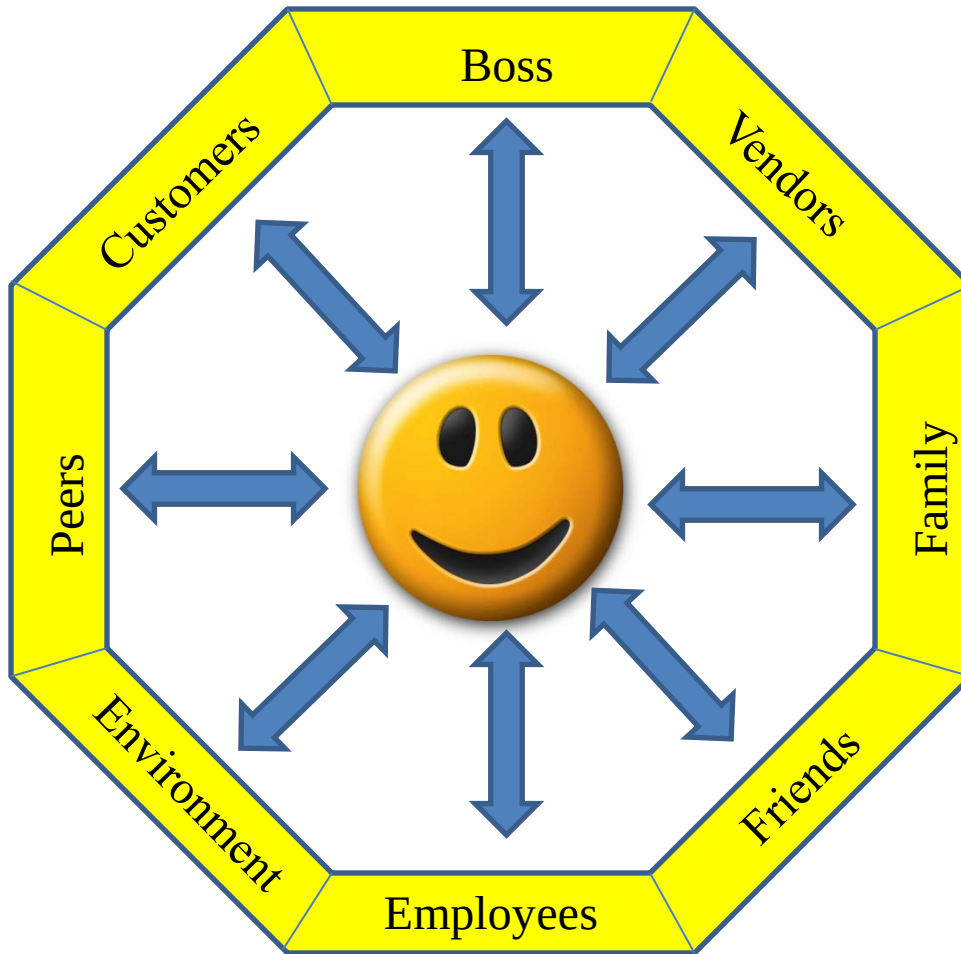
Detail Drones



Cost of Bad Bosses

1. Reduced job satisfaction
2. Reduced productivity
3. Mental & physical health problems
4. When fearful, individuals focus on protecting themselves rather than helping others
5. Employees become creative at getting back at insensitive jerks
6. It is a cumulative effect

Stakeholders in your Life



Management Circle or Sphere

The individuals and groups that you regularly interact with for the purpose of work and play.

How you interact with them and how you can effectively manage these relationships will directly impact what you accomplish and your degree of happiness and satisfaction in life.

Is this everyone? Who else would you include?

Prioritize Your Stakeholders

1. Higher Being
2. Me
3. Family
4. Work
5. Friends

Tools & Techniques

1. The Victim
2. The Pragmatic Problem Solver
3. The Mindful Self

The Pragmatic Problem Solver

1. Determine Dominant Style(s) of Boss.
2. Based on these dominant styles what tools and techniques can I learn to best manage the boss?
3. Leverage Appropriate Tools & Techniques.
4. Refine and Adjust...Repeat.

Pragmatic Problem Solver's Dos

1. Recognize Boss as being human.
2. What helps and hinders your boss?
3. What are your boss' strengths & weaknesses?
4. Keep boss informed – style and frequency
5. What pressures is your boss under?
6. What motivates your boss?
7. Learn your boss' schedule and rhythm.
8. Know what is important.
9. Agree on expectations.
10. Learn to like what the boss likes.

Pragmatic Problem Solver's Don'ts

1. Don't address the issue when you are upset.
2. Never expose the boss to surprises.
3. Don't keep bad news from the boss.
4. Never argue. Seek opportunities for boss to win, or minimally save face.
5. Never personalize the issue. Maintain objectivity.
6. Don't use Facebook or other tools to identify and criticize your boss. Be watchful of who you discuss the topic with.
7. Never forget who the boss is.
8. Don't try to change the boss. Maintain respect.

The Mindful Self

1. Slow down. Breathe. Meditate.
2. Identify with a greater purpose.
3. Reduce your need for attachments.
4. Eliminate destructive competitiveness.
5. Recognize Impermanence.
6. Reflect, Consider, Contemplate, Debate.
7. Balance.

Joe Heller

True story, Word of Honor:
Joseph Heller, an important and funny writer
now dead,
and I were at a party given by a billionaire
on Shelter Island.
I said, "Joe, how does it make you feel
to know that our host only yesterday
may have made more money
than your novel 'Catch-22'
has earned in its entire history?"
And Joe said, "I've got something he can never have."
And I said, "What on earth could that be, Joe?"
And Joe said, "The knowledge that I've got enough."
Not bad! Rest in peace!"

--*Kurt Vonnegut*



A collage of 15 images showing the life of a woman from childhood to old age. The images include: a young girl on a horse; a young woman in a black dress; a man in a suit; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap; a woman in a graduation cap. The collage is arranged in a non-linear fashion, with some images overlapping others. The images are in various colors and sizes, creating a visual timeline of the woman's life. The final image in the collage is a portrait of an elderly woman with short, curly hair, wearing a light-colored top and a scarf.

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Plan B



“Heavens to Murgatroid! Exit, Stage Left...”

Breaking the Chain



1. How do you manage? Do you set an example?
2. Do you treat the least powerful employee the same way you treat the most powerful employee?
3. Do you walk and talk the same message?
4. Do you recognize that you are human and none of us are perfect, and sometimes you have to say, sincerely say, "I am sorry?"
5. What is the multiplier between the lowest paid and highest paid employee where you work?
6. Do you actively avoid spending time with nasty people?
7. Just because you can doesn't mean you should.
8. To those who much is given much is expected.
9. Treat the person in front of you, right now, in the right way.
10. Asshole behavior is highly contagious so don't start an epidemic.



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