

Welcome

Managing Your

BOSS

• Objects

- A- To understand your **Boss** Better
- B- To become a better **Boss**.

PART – I

“Managing Your Boss: Why”

- “I have got enough to do without having to manage my boss.”

or

- “After all, it’s my boss’s job to manage me”

- Ability alone not sufficient for success. Why work doesn't always work ?
- To succeed, an officer must know how to get along with juniors, peers and bosses.

- How well you manage your Boss – direct bearing on your promotion, current working conditions and future career advancement.
- Boss Management – A Dynamic and Complex relationship of mutual dependability
- Long Term Investment

Part II

Know Thyself.

- Make a Life Agenda
- Self Esteem Vs. Ego.
- Are you Doing your Best ?

Part III

Know Thy Boss.

BOSS - A HUMAN BEING.

NEITHER VILLAIN NOR KNIGHT.

Understand Job Dimension of your Boss

- His Responsibilities and Pressures,
- Broader Sphere of responsibility
- Conflicting and Competing Demands- Sense the priorities
- Type of Bosses of *your* Boss.

Job Dimension of your Boss (Contd.)

- His Functions – to organise, to plan, to co-ordinate, to lead subordinates.
- Things your boss has to think daily.
- Personality Traits of Boss.
- Why does he do things he does.

Most common self images of Bosses

- Professionally competent,
- Objective and rational
- Cool in crisis-in complete control at all times.
- Emotionally detached
- Futuristic in Profession

- A Good Boss – Admixture of logic and intuition.
- Bosses look to subordinates for information.
- Most bosses thrive on control and wish to keep subordinates and events within range of direct influence.

Understand the Unique Features of Your Boss.

- To gain empathy, know any thing relevant about the Boss.
- Don't Pry or Spy. Just Be alert and Aware.

Unique features (Contd.)

- Family background, School or College education.
- Whether married or bachelor.
- Membership of the Clubs, hobbies and interests.
- His personal life.

•His standing within the organisation.

His previous assignments.

•Whether a Visual Person or Verbal person.

•Whether a morning or an afternoon person ; the best time to deal with him ?

Catch him at his best.

Perceive carefully his strengths and weaknesses.

- Complement his strengths and compensate for weaknesses.
- Create a feeling of harmony retaining your individual entity, goals and needs.
- Be observant at all times.
- Never become complacent. *To underestimate your Boss could be catastrophic.*

Part IV – Types of Bosses.

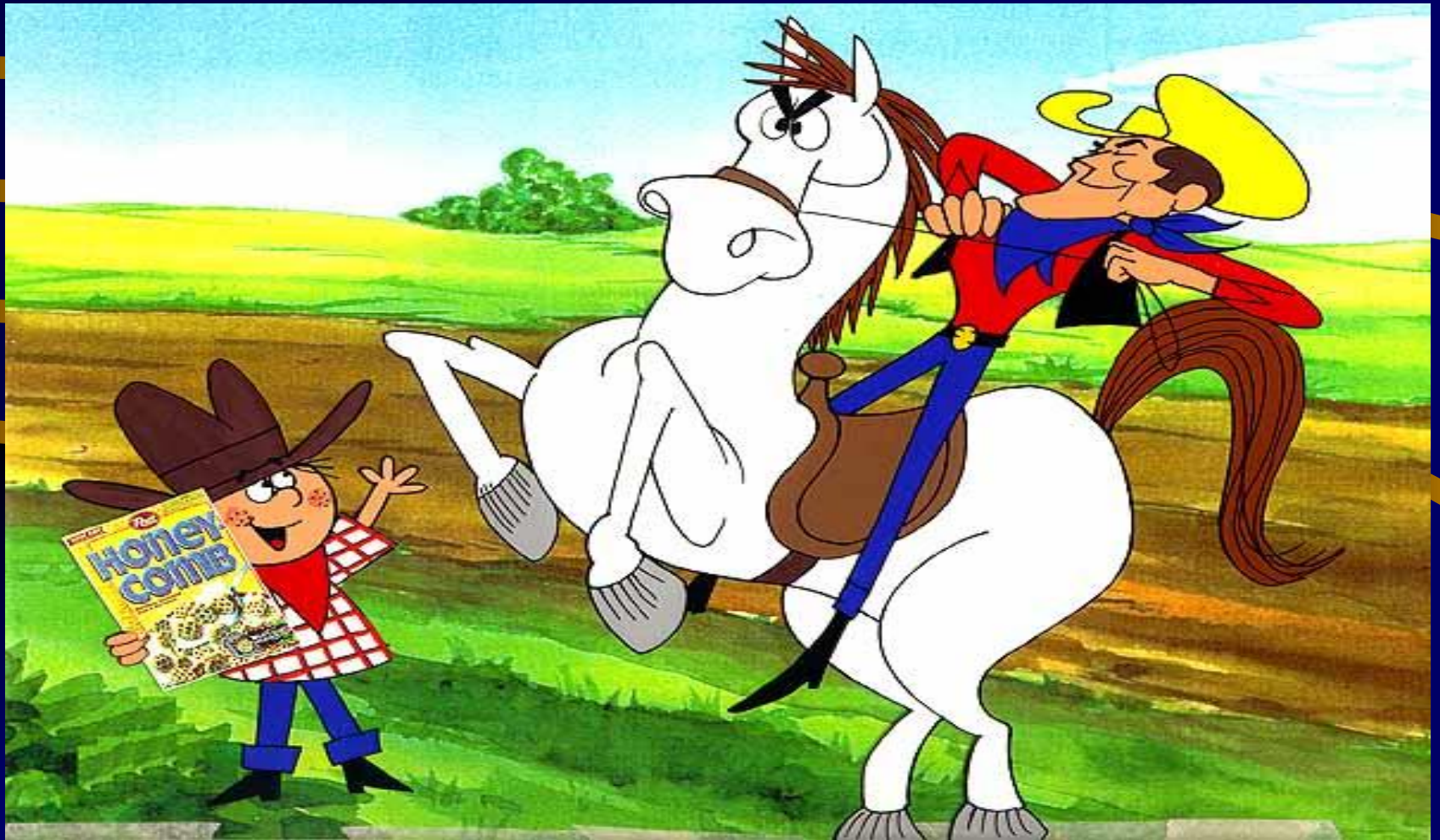
- A. The Driver Boss
- B. The Defaulter Boss
- C. The Drawer Boss
- D. The Developer Boss.



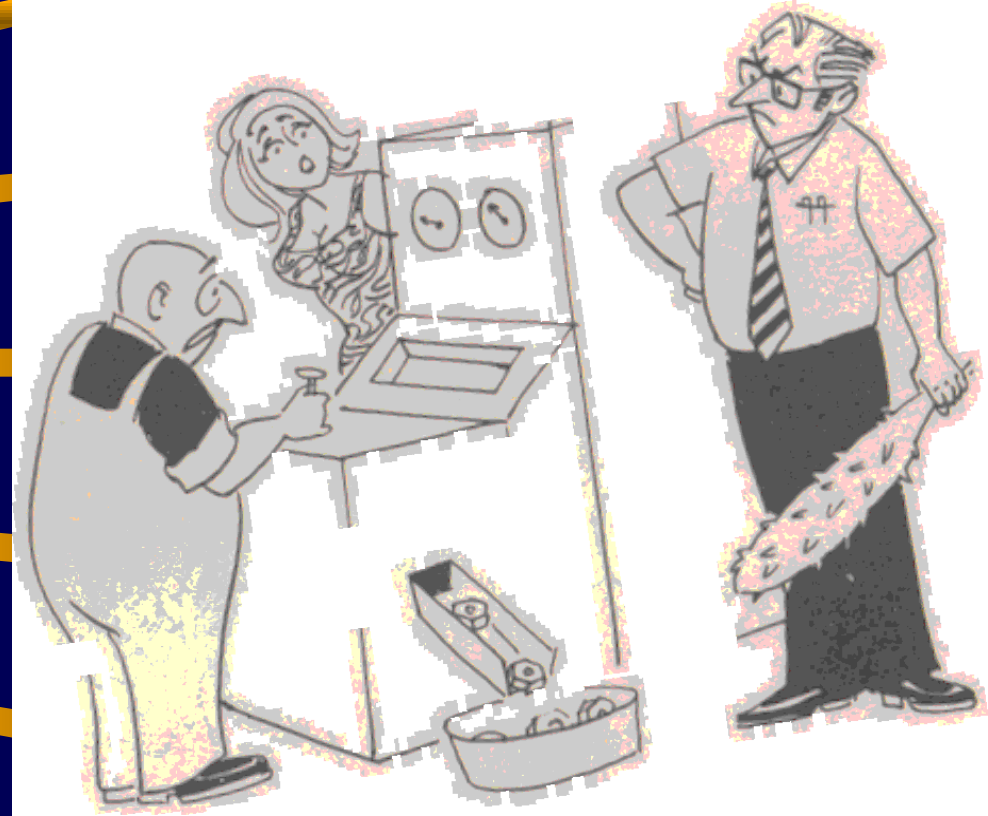
- Bosses differ in their approach to subordinates and work.

- Exceptional Leaders leave permanent impact on the lives of the people they lead.

A. The Driver Boss

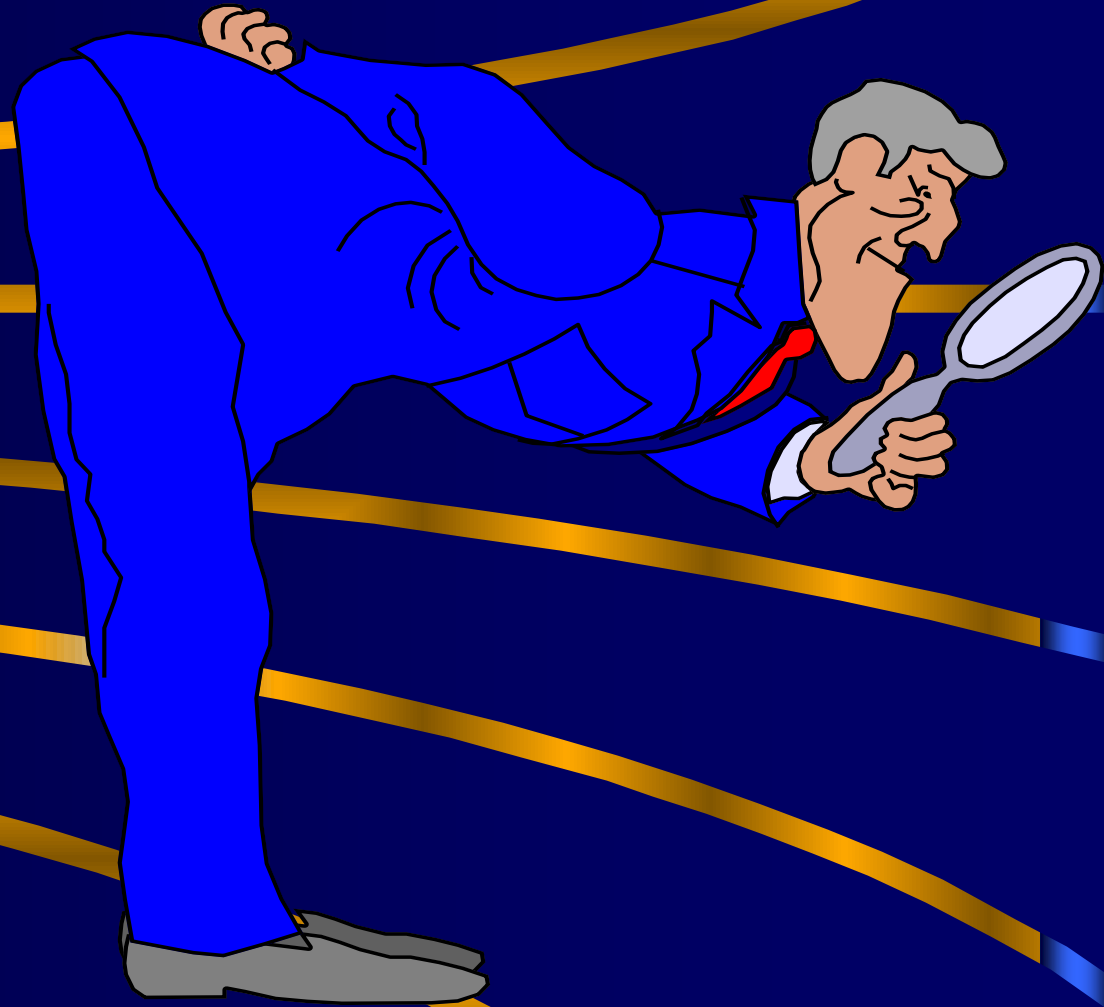


Drill – Sergeant



Characteristics

- A classic tyrant likes to have total control. Leads by punishing mistakes. Always looking for mistakes.



- **Tendency to get involved in petty details and trivia.**

- Demands respect but gets animosity.
- Subordinates just survive to stay out of trouble
- Low Self esteem and strong fear of failure

- Destroys Self-esteem of Subordinates.
- Trusts few people and respects fewer.
- Work Style of Over Supervision
- Subordinates look for first opportunity to sabotage plans of drive-leader.

Dealing with the Driver Boss

- **Do not surrender** to a driver Boss. Loyalty is neither conformity nor servility.
- Demonstrate that you are willing and able to share his responsibility
- **Be prepared to stand up or else lose your Self-respect.**

Ruthless Boss and Tough Boss - different-

A Tough Boss –

- Takes unpleasant decisions but is sensitive to human factors like patience, Courtesy etc.

A Ruthless Boss-

- is devoid of human factors.

B. The Defaulter Boss



The Defaulter Boss

or

Silent Boss

- “Just go out there and do the job; you will be fine”.

or

- “I never know what he wants from me, because he never says anything”.

Abandons the subordinates who have to operate in a vacuum.



- Makes the subordinate to deal with problems alone.

Expects them to sail or sink on their own.

- Do the job or get out.
- Does not train, instruct, develop, support or encourage subordinates.
- Punishes a person by ignoring him or excluding him from important jobs i.e. meetings, negotiations etc.

- Favourite punishment – dismissal.
- Entrusts wrong jobs to wrong persons.
- Uncomfortable in dealing with people.
- Thinks people can be replaced like paper cups.
- Issues vague and ambiguous ‘instructions’.
- Sets unclear targets, unreasonable time limits etc.

Dealing with Defaulter Boss

Take initiative and ask for three Key things.

- **A performance plan**- goals, steps and the manner in which you are expected to perform them.
- Ask for **specific deadlines** for tasks.
- **Feed back** about performance – his likes or dislikes.

- Vague directives – Learn to obtain clarifications about the task at the outset.
- Pull the defaulter boss into what you are doing and how. Show him results, even if he does not ask for them.
- Find creative ways to involve him in your job.



THE DRIVER BOSS OVER
MANAGES,
THE DEFAULTER BOSS
OVERLOOKS

Type Three : The Drawer Boss



The Drawer Boss

- Characteristics
- Draws out the best in Subordinates.
- Employs intelligence and Creative Communications procedures
- Gives positive feed back about work.
- Where deserved, he gives recognition

DRAW LEADER.

- Involves the subordinate in assessing his work. It essentially leads to a good relationship.
- Open to innovation, whereas the drive and default leaders are not.
- Mainly interested in results.
- Patient and Receptive Listener.

- Your initiative and motivation respected even though your idea is rejected.
- Uses creative ways to provide feed back.
- Makes people responsible for their own work and for the evaluation of their performance

Drawer Bosses –

- Elicit high level of performance from their Subordinates.
- Working with draw leader is a positive experience.

Negative Features

✿ Overdo improvement in environment : disrupt good procedures.

✿ When recognition overdone, it begins to lose its impact.

Dealing with Drawer Bosses

- Give him good and frequent feedback
- Compliment him for the innovation that works.
- Do not let him live in a vacuum.
- Suggest innovative solutions to the Boss's problems through interaction.

Type Four : The 'Developer' Boss



The Developer Boss



✿ Both task and people-oriented.

✿ Trains and develops subordinates in independent decision-making .

✿ Trains Subordinates not only in developing Skills but also in thinking.

✿ Can be tough and decisive when needed but won't impose his will.
Encourages disagreement.

🌸 Develop leaders know their subordinate potential Better than the Subordinates themselves.

🌸 Marked initiative and dynamism. His words backed up by his actions.

Dealing with A Developer Boss.

On the whole the best Boss to work with

- Volunteer for any assignment that will help you to learn what he thinks and how he works.
- Take risks- the Boss will protect you from bona-fide mistakes.
- Learning from a developer leader is vital to subordinates growth.

Part V

Strategies For Women

- Erroneous Assumptions about women in Civil Service Complicate Boss–Subordinate relationships
 - Women not as strong as men.
 - Women not much concerned about promotion. Avoid tours.
 - Stay home when a child is sick.

- Demonstrate that you are not the type to crumble under pressure.
- Do not see a male Boss as Super protector to solve your day to day problems. Ask for more and more challenging tasks. Take initiative.
- Insist on feed back about your performance. Let Boss know that you can take criticism for your own development.

- Meetings – Go well prepared. Speak assertively in clear and clipped voice and be direct and Concise. Observe men effective in getting ideas across.
- Women Bosses – too tough.

Over display of qualities like - technically oriented, rigid, tough, quantitative etc. Tend sometimes to lose empathy.

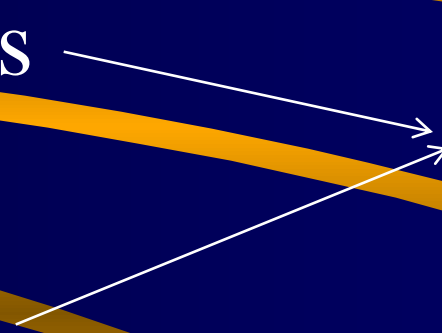
❁ *Be consistent and make sure that the Subordinates treat you as a professional.*

❁ *Don't vacillate between being emotional and logical.*

❁ *Avoid interference in Personal life.*

Part-VI

SOME PRACTICAL TIPS

- Know your strengths & weakness
 - Know your Boss's strength & weaknesses
 - Know work needs and emotional needs of Boss.
- Complement each other.
- 
- A diagram consisting of two white arrows. The first arrow originates from the word 'strengths' in the first bullet point and points towards the text 'Complement each other.'. The second arrow originates from the word 'Boss's' in the second bullet point and also points towards the text 'Complement each other.'.

- Never criticise your Boss either in front of others or behind his back.
- *Be willing to be a good team player. Help your Boss become a good team leader - Rules of Team Play.*
- Learn how to build trust. Show your Boss you're trustworthy.

- Keep the lines of communication open. Give your Boss sincere feedback on his performance. Ask questions, rely on his or her guidance.
- Share your expertise, innovation and creativity with your Boss. Your Boss can learn from you, too.
- Understand Body Language of Boss.

- Don't take criticism personally.
- Be Loyal - Develop unshakeable reputation of an honest and truly straightforward person.
- Learn to keep your mouth shut. Develop a reputation for keeping secrets.

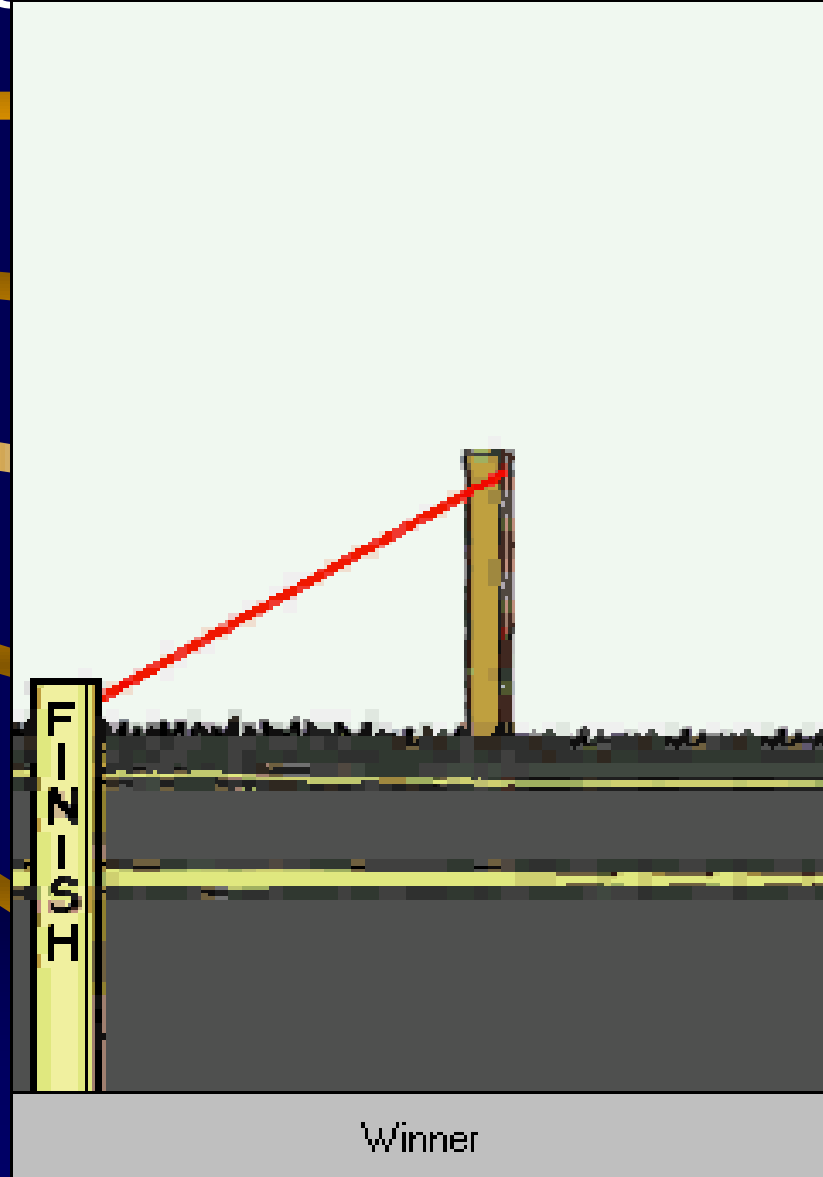
- Volunteer for extra Projects.
- Look for solutions to Problems.
Always stay objective, concise,
professional and calm.

• Bosses do not like to be surprised by events. Break good or bad news before the event.

• Do not make your Boss feel- a spent force not needed by a 'bright star' -
Never underestimate Him.

With a well managed BOSS

YOU are the winner



Thank You

