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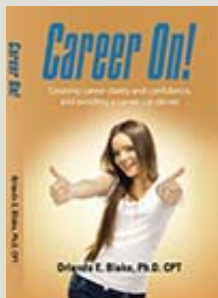
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CAREER ON! Creating Career Clarity and Confidence, and Avoiding a Career Cul-de-sac



Click the book to read an excerpt

Career On! is designed to help you develop a fulfilling career. The contents

April 2014

Dear Orlando,

You might be thinking, "He wants me to curry my boss's favor and involve myself in politicking activities." "Managing Your Boss" does not mean going out of your way to please him or her or to score political points for personal gain.

You and Your Boss: Managing Upward

"Managing Your Boss"



Most of us have at least one horror story about a bad boss. **My belief is that people work for bosses as much as they work for companies. By that I mean that given a good boss in a good company, employees are far less likely to leave for greener pastures.** No wonder that, according to industry surveys, the top reason people leave their jobs is dissatisfaction with an immediate supervisor. So, successfully managing your boss might be the most important thing you learn as you progress in your career.

Rather, "Managing Your Boss" is the process of consciously working with one's superior to obtain the best possible outcomes for the company, the boss and oneself; a win-win situation all round.

It's likely you'll change jobs (either voluntarily or otherwise) five or six times, so whether you like it or not, you'll have to work with many different types of

are designed to be a "roadmap" for your career development. This "roadmap" will lead you from where you are now through where you want to be, and how you can get there. Career On! has strategies for sustaining your efforts for the long haul. Keep it handy for use as a "how to" guide and a reference manual in developing your career.

by: Orlando Blake PhD

Testimonials

"You were a big hit with our members and guests! Your program and evaluations were excellent! Your topic was one of great interest and your presentation skills were recognized as being exceptional."

- **Kathi Sanders,**
Professional Development Chair

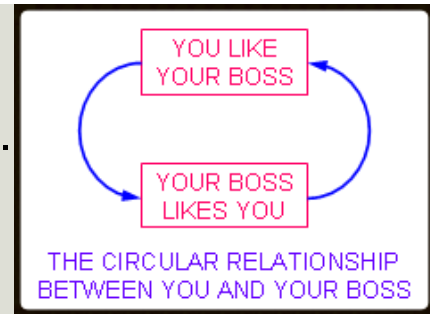
"Open minded presentation that lead to empowered conversations and discussions"

- **Mike Kyle,**
Managing Director,
Insync Interactive Services

"Excellent, looking forward to the next step...This is very sound methodology..."

- **Right Management Consultants**

bosses. **Employees are not powerless in this relationship. In fact, they have significantly more control than most realize.**



How do you go about managing your boss?



Gabarro and Kotter article (Harvard Business Review, 1979, and reprinted in May 1993), discovered in their studies, **effective managers recognize the importance of managing their superiors. They took time and effort to develop a relationship that**

suits both person's styles so that informational or decision gaps do not interfere with the execution of critical tasks or strategies.

Here are some key points to managing upward:

- **For starters, don't be afraid of your boss.** Be respectful, but not scared. You are both important to the company, and a good boss knows that. You need each other to get the work done.
- **Next, do your job as well as you can.** Bosses who have tangible, measurable evidence of your value to the company can point to the successes generated by their department. If you contribute to the supervisor's success, you will position yourself as a team player and a dependable, valuable employee.
- **Trust is key to developing a good relationship with anyone, especially your boss.** Nothing will destroy trust faster than not delivering on a commitment. The first key to building trust with your boss is to establish communication and reliability. Communication is critical to building trust.
- **Bring them solutions instead of problems.** Part of providing solutions is bearing in mind the stress and pressures the boss may be facing. They've got their own deadlines to meet and strategies to implement. You may represent 5% of their problems, but



Dr. Orlando Blake

Dr. Blake's 25 years business of experience includes senior executive positions for Warner Bros, Mercantile National Bank and Guess? Inc. He provided key executive career and leadership coaching for Lee, Hecht, Harrison and Right Consultants in Southern California. Orlando is a Founding Fellow of the Institute for Professional Coaching Association.

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want 50% of their time.

- **Understand your boss.** In order to be effective, managers need to make the effort to appreciate the objectives, thoughts, and working styles of their superior. For instance, what are their long-term concern, the work pressure they face, their special strengths, prejudices or blind spots and the like.
- **Know your own style:** knowing about your boss's style is one is one half of the picture. The other half is understanding your personal characteristics and style.



Do You Know Yourself?



You need to have a good knowledge and understanding of yourself, and your superior's work styles, strengths or limitations, and needs.

Because bosses are also human, one must accept that their basic personality structure and habitual work patterns are set and won't change - not at least in the short-term. Then, **you must be able to make use of this knowledge to develop a working relationship that brings about a win-win situation**



There will always be some of us who will be turned off by the very idea of "managing your boss", let alone the act of doing it. But in corporate life, the burden of consciously working with our superior, establishing a healthy superior-subordinate relationship so that together we can achieve the best possible results for all, falls on the subordinates.

Please contact us with any questions you have regarding

**how to helping bring together your working relationship
that brings about a win-win situation.**

Sincerely,

Orlando Blake, PhD, CPT

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