

The One about Bosses: How to Work with your Boss's “Workstyle”

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<https://tinyurl.com/ymmz6pu6>



**“When someone
shows you who
they are believe
them the first time.”**

— Maya Angelou

Managing up is ...

- consciously working with your boss
- to obtain the best possible results
- for you,
- your boss,
- and the organization.



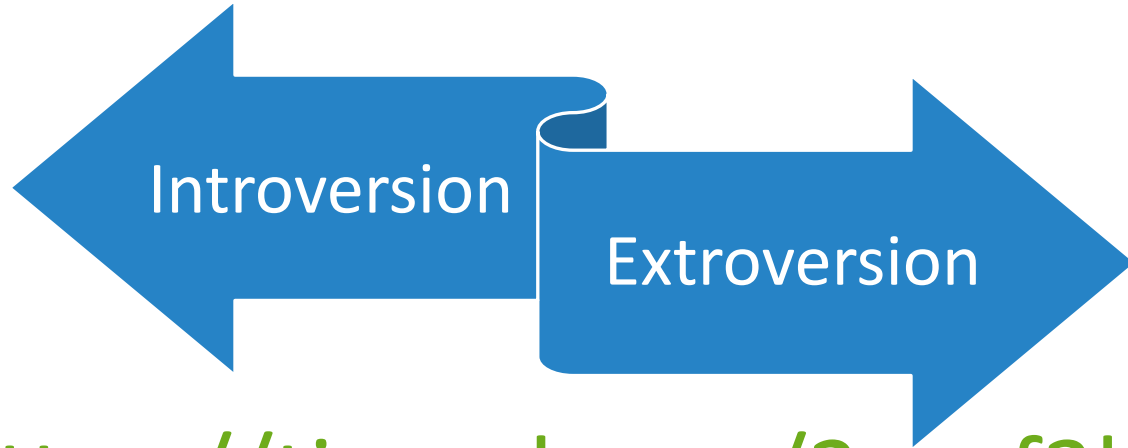
#1 Assess your boss.



#2 Assess yourself.



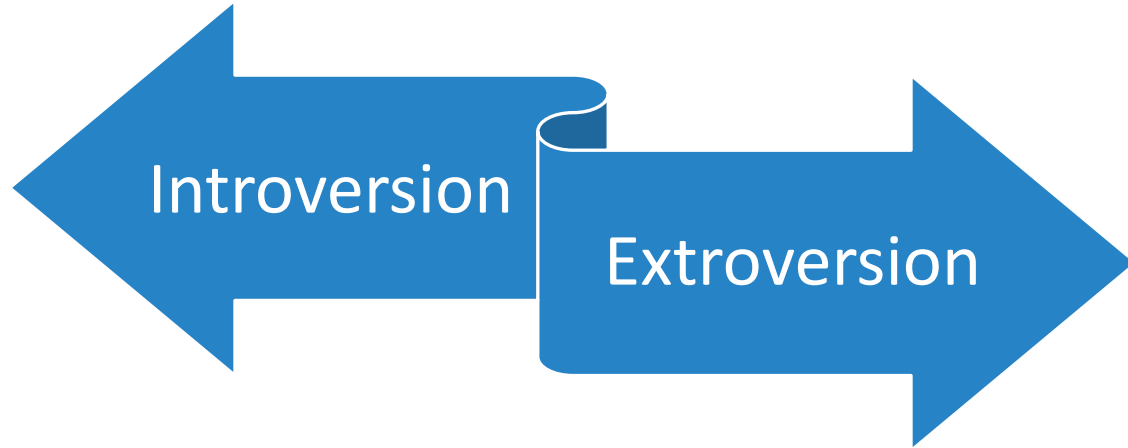
#3 Assess your willingness to act.



<https://tinyurl.com/2veyf3be>



View results



1. Reach out in text & schedule meetings ahead of time.
2. Present selected ideas with minimal chatter.
3. Understand their need for alone time & give them space to process.
4. Ask open-ended questions & listen carefully.
5. Watch out for Introvert-Introvert trap.

1. Reach out in person or by phone & pop in as needed.
2. Welcome brainstorming & participate in it.
3. Listen to their ideas & help them process those idea.
4. Recap action items before taking actions.
5. Watch out for Extrovert-Extrovert trap.

General Strategies for Managing Up

1. Appreciate the opportunity, embrace the challenge.
2. Identify the difficult behavior.
3. Assume positive intent (the best you can).
4. Own your rub.
5. Seek to understand.
6. Decide what you can live with.

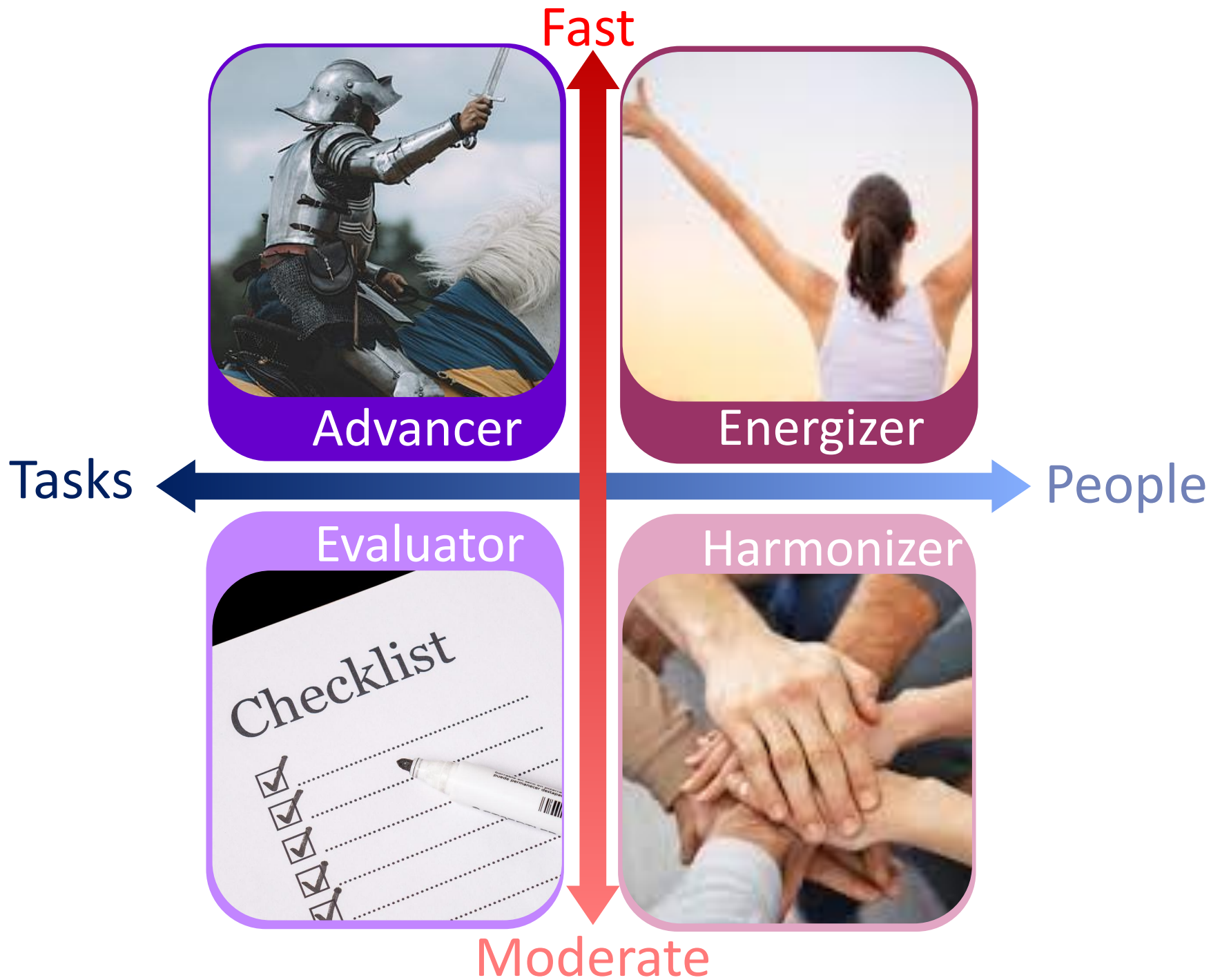
Platinum

The ~~Golden~~ Rule:

Do unto others as ~~you~~ they
would want done to ~~you~~ them.

The Basics

THE 4 COMMON WORKSTYLE PERSONALITIES



<https://tinyurl.com/4vadvumt>



[View results](https://tinyurl.com/4vadvumt)

The Advancer

Fast-paced
Tasks over people

Confident.
Assertive.
Pragmatic.
Efficient.



Aggressive.
Insensitive.
Unbending.
Impatient.

The Advancer

Fast-paced
Tasks over people



What They Do

• What You Do

Results over relationship

- Focus on tasks, facts, & ideas, not people.

Need for speed

- Be quick, focused, & to the point.

Need to succeed

- Demonstrate competency.
- Bring solutions, not problems.

Craves control

- Don't take it personally.

Hates handholding

- Take initiative. Ask what needs to be done, not how.

Competes in conflict

- Seek to resolve the issue, not win.

The Energizer

Fast-paced
People over tasks

Enthusiastic.
Imaginative.
Persuasive.
Active



Superficial.
Overbearing.
Impulsive.
Unrealistic.

The Energizer

Fast-paced
Tasks over people



What They Do

• What You Do

Very social

- Build the relationship. Pop in regularly.

Bored by routine

- Be positive & support new ideas

Loves brainstorming

Be ready to listen but resist judgement

Fast ideas & fast action

- Keep up & be ready to experiment

Good at starting

- Keep track of projects but double-check.

Not good at finishing

- Plan & execute as much as possible.

The Evaluator

Moderate-paced
Tasks over people

Detailed.
Factual.
Systemic.
Precise.



Critical.
Negative.
Isolated.
Inflexible.

The Evaluator

Moderate-paced
Tasks over people



**What They
Do**

• **What You Do**

Office =
Work

• Be prepared, succinct, & focused.

Seeks
perfection

• Learn from criticism

Methods &
logic

• Support ideas with evidence.

Always
objective

• Avoid emotional responses.

Works
slowly

• Give them time to process.

Minimizes
risk

• Focus on quality over quantity.

The Harmonizer

Moderate-paced
People over tasks

Friendly.
Cooperative.
Diplomatic.
Agreeable.



Indecisive.
Gullible.
Cowardly.
Weak.

The Harmonizer

Moderate-paced
Tasks over people



What They Do

• What You Do

Relates well
with others

- Show genuine concern for boss & others

Slow to
decide

- Support decision-making & include others

Values
teamwork

- Be a team player
- Track your own successes

Respects
hierarchy

- Find a mentor

Conflict
averse

- Approach conflict carefully
- Manage your own emotions

Cautious
with change

- Show how changes improve safety or team cohesion

Micromanagers



1. Anticipate & be pro-active.
2. Learn about & attend to their concerns.
3. Work to build trust & rapport.
4. Keep them informed & in the loop.
5. Look to your own behavior.
6. Be consistent & patient.

Ghosts



1. Do your job.
2. Step up to the plate. Take initiative.
3. Get on their calendar.
4. Clarify expectations, boundaries, responsibilities, & decision-making.
5. Document. Document. Document.
6. Find a mentor.

Narcissists



1. Decide if it's worth it.
2. Sycophants survive.
3. Respect, defer, & secure.
4. Don't gossip.
5. Learn what you can.
6. Appeal to their image.
7. Get out.

Impulsives



1. Keep calm & carry on.
2. Appreciate the intention & reshape the energy.
3. Be open-minded.
4. Mirror the mood.
5. Offer a gentle reality check.
6. Recap & keep track.
7. Create guardrails for yourself.

Pushovers



1. Get to know them.
2. Encourage, support, & respect.
3. Seek constructive feedback elsewhere.
4. Fill the vacuum.
5. Be proactive.
6. Make your boss look good.
7. Focus on your work.

BFFs



1. Be friendly but not best friends.
2. Draw & keep boundaries.
3. Get busy. Keep your schedule full.
4. Include others.
5. Mind the social media.
6. Don't gossip. Don't complain.
7. Proactively ask for feedback.

Workaholics



1. Know before you go.
2. Get it done.
3. Prioritize your productivity.
4. Know what how they measure success.
5. Align your boundaries with their expectations.
6. Check your assumptions.
7. Promote your progress.

Incompetents



1. Diagnose the disorder: incompetent or fraud or your ego.
2. Try a little empathy.
3. Look for the good bits.
4. Show them the way.
5. Compensate & cover.
6. Get a mentor.
7. Expose with caution.

Nitpickers



1. Check yourself first. (Just you?)
2. Learn what they like.
3. Adopt their standards.
4. Resist the urge to resist.

Seagulls (Poopers & Poachers)



1. Check yourself first. (Just you?)
2. Anticipate the swoop.
3. Communication is king.
4. Keep calm & carry on.
5. Weigh the pros & cons.

Truly Terrible

**Psycho
Crazy
Bully
Tyrannical
Screaming
Egomaniacs**

1. Adopt a survival mentality.
2. Distance yourself.
3. Protect your psyche.
4. Maintain your professionalism.
5. Stay out of the line of fire.
6. Document everything.
7. Get out.



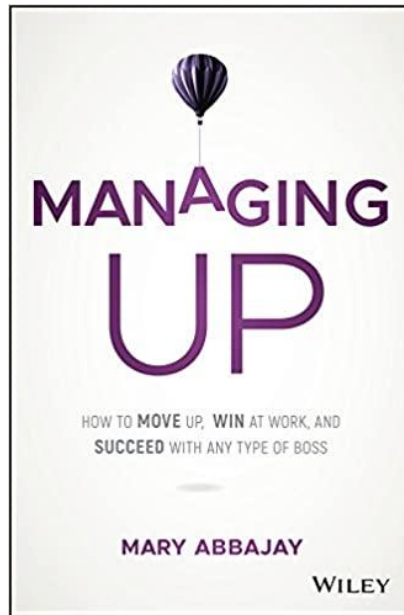
Start where you are, use what you
have.

— *Arthur Ashe* —

AZ QUOTES



Managing up & Managing out



The One about Bosses: How to Work with your Boss's “Workstyle”

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How to get along with other people--it's not just a kindergarten skill! There are lots of books written for managers and bosses on how to lead their staff, focusing on the top-down approach. But what if you aren't the boss? How can you, as the employee improve your work situation when others make the decisions? This presentation will look at the strategies presented in the book "Managing Up: How to Move Up, Win at Work, and Success with Any Type of Boss" and how they apply to the IE/IR/IA office. Most of the presentation will be spent describing the 15 types of workplace personalities and the best strategies for working with each one, but participants will have an opportunity to reflect on how this information might apply to their own situation. IE professionals responsible for ensuring that tasks are completed by campus leaders in other areas may also find this content helpful.