

#MANAGING UP

TWEET

140 Tips to
Building an Effective
Relationship with Your Boss

TONY DEBLAUWE and PATRICK REILLY
FOREWORD BY S. CHRIS EDMONDS

BOOK 01

A THiNKaha® BOOK

#MANAGING UP **tweet** Book01

140 Tips to Building an Effective Relationship with Your Boss

Book Excerpt

By Tony Deblauwe and Patrick Reilly

Foreword by S. Chris Edmonds



E-mail: info@thinkaha.com
20660 Stevens Creek Blvd., Suite 210
Cupertino, CA 95014

BOOK EXCERPT Table of Contents

Foreword by S. Chris Edmonds

Section I: Exploring the Boss-Employee Organizational Model

Section III: Building a Foundation of Mutual Respect

Section IV: Achieving Perfect Alignment with Your Boss

About the Authors

Contents

This is the Table of Contents (TOC) from the book for your reference. The eBook TOC (below) differs in page count from the tradebook TOC.

Foreword by S. Chris Edmonds	13
Section I	
Exploring the Boss-Employee Organizational Model	15
Section II	
Communicating the Rules of Engagement	39
Section III	
Building a Foundation of Mutual Respect	63
Section IV	
Achieving Perfect Alignment with Your Boss	91
About the Authors	115

140 Tips to Building an Effective Relationship with Your Boss



Foreword by S. Chris Edmonds

As modern organizations grow in complexity and global reach, collaboration and communication between managers and employees are more critical than ever. Balancing individual needs and business needs requires proactive attention, nurturing, and partnership by both parties. *#MANAGING UP tweet* provides valuable insights and guidance that explains how to strategically and effectively “influence up” to enhance your most important work relationship. Use these nuggets to boost your performance, personal engagement, and job satisfaction.

S. Chris Edmonds

(@scedmonds)

Speaker, Author, Senior Consultant
with the Ken Blanchard Companies

Section I: Exploring the Boss-Employee Organizational Model



Section I

Exploring the Boss-Employee Organizational Model

The starting point to managing up effectively is to understand the boss-employee relationship. Some people approach this relationship thinking that success is defined as being best friends.

Others think it's purely a top-down hierarchical model with a "Do as I say" mentality. Neither approach or thinking represents a highly effective boss-employee dynamic. This section provides an overview of how this relationship fits into the organization and describes how you and your boss can achieve successful business outcomes.

7

Bosses and employees achieve success through mutually beneficial outcomes that encompass both business and individual objectives.

8

Employees are an asset to the organization just like managers; managers are just higher up the food chain.

9

When you don't speak up to your boss when something bothers you, the perception is that the concern is not that important to you.

10

Establish your value in the work hierarchy by leveraging your knowledge and experience on critical issues.

11

Managers coach, mentor,
and lead their employees
through change in order to
satisfy strategic challenges.

12

Support your boss—be flexible, resourceful, insightful, and impactful.

13

Stress and pressure are constants to getting work done, so include some levity when appropriate to boost the mood.

Section III: Building a Foundation of Mutual Respect



Section III

Building a Foundation of Mutual Respect

Once a communication framework is in place as a foundation to the relationship, the next step is to build a partnership that draws upon the strengths of both boss and employee competencies, knowledge, and contribution.

70

Don't ever put your boss on the spot in front of his/her boss or other higher-ups without good and timely information.

71

A team member should feel like the most important person to you at the moment. Stop what you are doing and make eye contact.

72

Pay as much attention to *how* your boss likes things done as well as *what* she or he wants and needs done.

73

Treat everyone on the team equally.
Favoritism erodes a manager's credibility and weakens your team.

74

The full respect test:
When you meet, do you
have their full attention
or are they speaking with
others, answering mail,
checking messages?

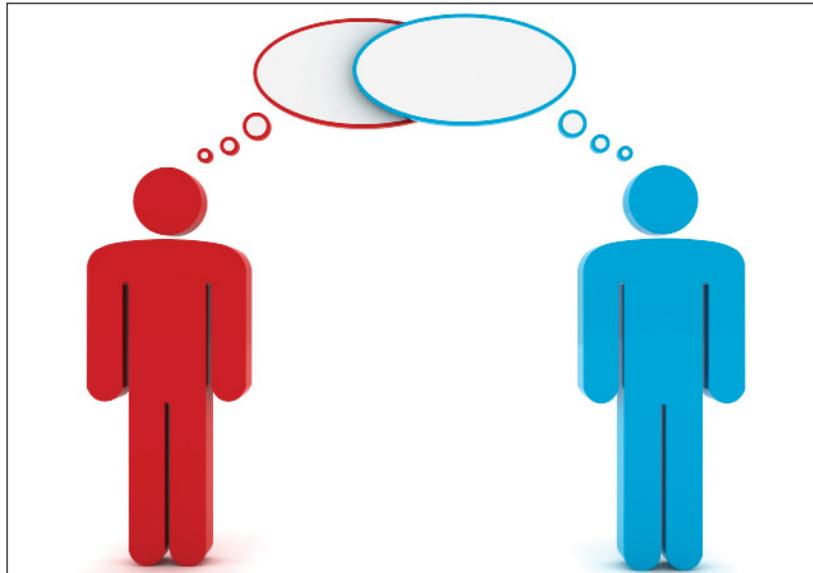
75

When you feel good about the relationship with your boss, you project a positive energy that enhances both your team and work culture.

76

Make sure your communication in writing is clear and concise and ensure that you speak up in meetings at the right time.

Section IV: Achieving Perfect Alignment with Your Boss



Section IV

Achieving Perfect Alignment with Your Boss

Negotiation is vital to a healthy boss-employee relationship because it ensures that communication channels are fluid and humming. The appropriate levels of “give and take” extend benefits beyond the immediate relationship and are felt by others in the organization.

109

Influence is about presenting your ideas in a way that aligns with your boss's needs and expectations.

110

Check for understanding on agreed-upon next steps and verbally summarize the actions to be taken (and, if need be, in writing).

111

Demonstrate leadership
with your team: clarify vision,
align resources, and develop
coalitions with other
teams to get work done.

112

Be willing to reinvent yourself, your role, and your approach to meet changing business conditions and show your resourcefulness.

113

Managers create stakeholders when they regularly involve their employees in sharing information and making big decisions.

114

Give your boss the executive summary slide and have the next 100 on backup.

137

Although a failure to execute goals stings, if positioned properly, it can be the springboard to better ideas and focus.

138

Innovation embraces failure to find the diamond in the rough. The same is true with building the right communication style upwards.

About the Authors



Tony Deblauwe is the founder of consulting firm HR4Change. For fifteen years Tony has worked in Silicon Valley high-tech companies managing a variety of Human Resources functions. He is an award-winning author, app developer, and blogger. He has been quoted in a variety of media sources, including TheLadders, CareerBuilder, Monster.com, and CBS MoneyWatch.

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Patrick Reilly is President of Resources in Action, Inc., a firm specializing in executive coaching and consulting. He has worked extensively with leaders in the health care, financial services, technology, and utility sectors for more than twenty-five years, both internationally and in the US. His passion is getting leaders into action for success and satisfaction. Patrick works primarily with leaders in transition and senior leadership teams. He is an expert in dealing with challenges related to leaders with an abrasive style.

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#MANAGING UP TWEET BOOK 01

Simple Ways to Build Trust, Respect,
and Partnership with Your Boss

"#MANAGING UP tweet is a sweet little collection of inspired tweets. Deblauwe and Reilly have created the most efficient and delightful read I've ever experienced about how to build a healthy and productive relationship with your boss."

Robert Sutton, Professor, Stanford, Author, *Good Boss, Bad Boss*

"Managing up is a critical skill everyone must learn in order to be successful at work. This book provides straightforward tips that you can apply quickly and easily to build a powerful relationship with your boss."

Anders Nanneks-Krogh, CEO, MOSAIQQ

"Deblauwe and Reilly have done it—a wonderful compilation of management thoughts geared toward keeping positive interaction top of mind! Anyone who manages or works with other people should read/tweet a quote every day!"

Lawrence Hall, General Manager, Network Development, Volkswagen Group of America

"The need to communicate upwards is a critical ingredient of success in business. #MANAGING UP tweet is a great reference in the art of upward influence."

Laura Goodrich, Innovator-Speaker, On Impact Productions

Founder of consulting firm, HR4Change, **Tony Deblauwe** (@hr4change) has worked in Silicon Valley high-tech companies managing various Human Resources functions. He is an award-winning author, app developer, and blogger.



Patrick Reilly, President of Resources in Action, Inc., specializes in executive coaching and consulting. He has worked extensively with leaders in various fields as his passion is getting leaders into action for success and satisfaction.

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