



***Getting What You Need to Succeed***

FRMA Conference – May 2012 – Cocoa Beach, FL

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**Workshop Objectives:**

You will learn how to:

1. Understand your own power and how to use it
2. Understand your boss' needs
3. Think in terms of solutions not problems
4. Work with your boss to set clear goals
5. Ask for feedback, direction and support



**Discussion Circle:**

What is power?

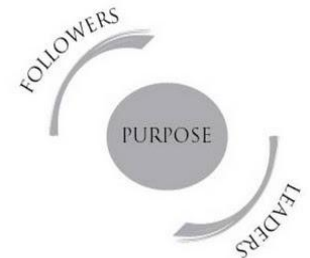
What is leadership?

What is a follower?

*If you scroll through the subject catalog at the Library of Congress, you will find the category “leadership” and hundreds of books on the subject. You will not find a category “followership” and you will only find a handful of articles and books on the subject... This is curious, as there are many more followers in the world than leaders.”*  
 -Ira Chaleff, Author, *The Courageous Follower*

What is the difference between a follower and a partner?

“Followers and leaders both orbit around the p\_\_\_\_\_;  
 followers do not orbit around the leader.” -*The Courageous Follower*



***To manage up, I must: 1) Understand Power comes from Credibility***

Credibility must be earned during the process of building a relationship with your leader.

**Survey Says:**

\_\_\_\_\_ is the most important factor on which followers evaluate a leader.

The word \_\_\_\_\_ is often substituted when leaders speak of followers.

\_\_\_\_\_ = T\_\_\_\_\_ + C\_\_\_\_\_

Key ingredients in earning credibility in relationships:

R _____	L _____
P _____	T _____
I _____	O _____
B _____	C _____

Reflection Questions:

1. How have you built trust with the leaders you most interact with in your organization?

\_\_\_\_\_  
\_\_\_\_\_

2. What behaviors or strategies generally build trust?

\_\_\_\_\_  
\_\_\_\_\_

***To manage up, I must: 2) Understand my boss' needs***

Refer to **16 Partnering for Performance Tips** at back of handouts

Reflection Questions:

1. What does your leader need most from you in order to do his/her job well?

\_\_\_\_\_  
\_\_\_\_\_

2. What tasks/projects could you unburden him/her with, allowing him/her to focus on bigger matters?

\_\_\_\_\_  
\_\_\_\_\_

3. Have you discussed with your leader how you might be able to further support him or her?

\_\_\_\_\_  
\_\_\_\_\_

**To manage up, I must: 3) Think in terms of solutions, not problems**

Tip 1: When you have ideas/suggestions, you will gain better support if you list the problem, list of the PRO's (positives) and the CON's (negatives).

Tip 2: If possible provide at least three different options with their respective pros and cons to get buy-in.

Use this chart as a template for your meeting with your leader.



**Problem/Issue/Concern:** \_\_\_\_\_

Potential Solution	+ (Positives)	- (Negatives)
A)		
B)		
C)		

**To manage up, I must: 4) Work with my Boss to Set & Achieve Goals**

**What are goals?** Think of your goals as the destination of a trip. A goal is a desired end-result; what you want to accomplish. Goals give you direction and keep you on course. Written goals help to *inspire* and *motivate* you.

**What are objectives?**

Objectives are the steps you do to accomplish your goals. Objectives are like the rungs of a ladder, they help you as you climb toward your goal.



For Goals & Objectives to be useful they need to be "SMART":

**S**\_\_\_\_\_. Objectives cannot be vague. They must be precise and focused on a particular result/outcome.

**M**\_\_\_\_\_. Objectives should be quantifiable. You should be able to compare your performance of this task. Quantities can be how often, how much, how well, number of times, etc.

**A** \_\_\_\_\_. Don't set yourself up for failure by setting objectives that rely on OTHERS' actions. Base your objectives on actions that you can/will take to achieve the goal.

**R** \_\_\_\_\_. We know our own abilities and limitations. Be realistic with yourself. Don't assume that you will master a software package after a day of practice. Make sure time frames are reasonable.

**T** \_\_\_\_\_. Include an exact date (or hour if objective is shorter-term). Not "by the end of the week" or "before I die".

**GROUP ACTIVITY:** In groups, use the chart to include the specific objectives & their deadlines to achieve the SMART goal.

MY SMART GOAL IS...	OBJECTIVES <i>(Actions I will take to achieve this goal)</i>	DEADLINE
<b><i>I want to learn how to use formulas and create charts in MS Excel by 12/31/12.</i></b>	A. Buy the MS Excel book for Dummies B. Read the MS Excel book for Dummies C. Practice creating formulas in the departmental report D. Job Shadow Jane Doe to learn how to create charts E. Practice creating charts for the year end reports F. Use charts and formulas to create the year end reports	6/1/12 7/1/12 7/15/12 8/15/12 9/1/12 12/15/12

**INDIVIDUAL ACTIVITY:** Now reflect on some areas of **your** life that you would like to focus on. What is a goal that would help you in those areas? Examples:

- Name a bad habit that you would like to give up
- Name a skill that you don't currently have that would help you at work
- Name an activity you would like to start doing or do more often
- Name a specific place where you would like to take a vacation

Use the below chart to define your goal(s), specific objectives and deadlines:

MY SMART GOAL IS...	OBJECTIVES / TASKS <i>(Actions I will take to achieve this goal)</i>	DEADLINE
1.	A.  B.  C.	

*The joy is in the journey, have a good time along the way.*

What are **your department's** mission, vision and goals?

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How does your job support **your department's** mission, vision and goals?

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Homework???

**To manage up, I must: 5) Ask for feedback, direction & support**

When employees find themselves in need of more direction from their manager on a task, they should be assertive and say,

"I need some direction on this task...

- What would a good job look like?
- What should I accomplish first and when is it needed?
- Can you tell me if I am on the right track here?
- Who does this really well that could show me how to do it?
- Would you remind me why this is important to do?"
- Can you help build my confidence by listening to a few of my ideas on this?
- Will you remind me of how I did this well in the past?
- What new projects are available for me to learn?
- I have an idea for a new project I would like to run by you.
- Who do you think might benefit from my experience?"



*Source: Ken Blanchard Companies®*

With what do you need to ask your boss for feedback, direction and support?

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## 16 Partnering for Performance Tips

No matter where you sit in your organization, you have a boss; someone to answer to and someone who can help or hinder your enjoyment of the job, and promotion to other positions. Part of the satisfaction of any job is seeing your ideas, suggestions and plan successfully implemented. But some bosses are easier to deal with and more receptive to your opinions, others intimidating, and others seem almost uninterested. Regardless, how you present your ideas makes a big difference in determining whether they will be accepted or even listened to. This help card is designed to help you use communication techniques that will make it more likely that you will be able to influence your boss, while at the same time, showing your worth and skill.

### Principles

Your ideas are much more likely to be accepted if they:

- ◆ are seen as solutions to problems that your boss considers important to solve.
- ◆ are well reasoned, in terms of BOTH the pros and cons of your idea.
- ◆ are beneficial to the boss, the organization, and perhaps you (in that order).
- ◆ are matched to the "style" of your boss.
- ◆ are delivered with good timing (when the need is felt, and when the time is available).

Your ideas are more likely to be accepted if your boss **perceives** you as:

- ◆ interested in the good of your organization, rather than in your own self-centred reasons.
- ◆ knowledgeable, and someone who consistently gets your job done when it needs to be done.
- ◆ unbiased and open to other peoples' ideas.

### Keys To Being Heard

The key to getting heard is to understand your organiza-

tion (it's goals and concerns, etc), your boss (concerns, style, etc), and of course the specific problem your idea is meant to address. If you consistently miss the mark, then future suggestions you make (even good ones) may get shunted aside.

- 1 **Learn what drives your boss nuts.** Try to answer the following question: What problems does my boss take home at night, that weigh on his/her mind at the end of the day. Periodically, make an effort to list these for yourself. Aim your ideas towards solving those problems. Look for clues by listening to what your boss says to you, to others, and in staff meetings. Often you will need to read between the lines to determine your boss's main concerns.
- 2 **Learn what kinds of information your boss wants to have and when.** Make sure it is there when needed, preferably before hand. Anticipating needs is a great way to open the door when you have ideas you want heard, because you have shown a sensitivity to the needs and requirements of your boss's job. Special attention should be paid to "heads-up" situations, where the boss may look bad if he lacks certain information.
- 3 **Learn what makes your boss look good** in the eyes of his/her boss. Making your boss look good is always a great way to build credibility and confidence in you.
- 4 **Learn what kinds of communication approaches work with your boss.** For example, some people prefer a short concise communication, and get easily bored if you go on too long in explaining. Others prefer that the "whole story" be presented at once. Or, some people prefer to have something in writing since it helps them think better, while others hate reading memos and proposals and need to be approached in person. Use this information to tailor your strategy to what works.
- 5 **Learn not only about the present issues facing your organization and your boss but also those that**



might surface in the next year or two. Timing is important. If you can solve problems before they actually occur or proceed to a crisis, you will increase your credibility.

### Other Specific Tactics

- 6 **Consider your timing.** If possible don't present a key idea when the boss is under the gun or under pressure, unless the idea relates specifically to the reason the boss is under pressure. Consider time of day, day of week, what is going on, and the workcycle of your boss and the organization. For example, if your boss has a key meeting coming up, approaching him/her an hour before with an idea is not the best tactic. Better to approach a week ahead; close enough to be useful at the meeting, far enough away to get proper attention.
- 7 **Don't become a complainer.** It is usually not a good idea to "complain" to the boss. What is a good idea is to a) phrase the problem/issue for the boss and b) present some alternatives to him/her that address the issues.
- 8 When communicating to the boss, **present both alternatives and pros and cons** of the alternatives in as non-biased a way as possible. Don't hide anything. That can backfire if your idea is adopted and later found to be a disaster because you didn't disclose everything.
- 9 **Show an interest or passion for the organization,** solving the problem/issue and for your idea, keeping in mind tactic #8 above. Don't become so passionate that you seem unreasonable about the idea.
- 10 Keep in mind that your boss has additional responsibilities, and perhaps knowledge about certain situations that you do not have. For example, a political situation in an organization may mean that your great idea won't fly. **Respect that your boss needs to make decisions considering a "bigger picture".**
- 11 **If your idea is not accepted or implemented, don't take it personally.** Becoming upset, or even claming up can work against you. Accept that you are offering ideas and the boss has the right to choose. Hopefully you will get an explanation that will help you develop even better ideas that your boss won't be able to refuse.
- 12 Hopefully, your boss will give you full credit for your contributions and ideas, and tell others

(including the boss's boss) that the idea came from you. Reality suggests that this is not always the case. Sometimes the boss will take credit, intentionally, or for other reasons. It isn't fun but **to make an issue of it is to choke off the opportunity to contribute in future.** While the world isn't perfect, your rewards, even if not immediately forthcoming, can come down the road in the form of promotion, increased responsibility, etc).

- 13 When offering ideas, **indicate your willingness to do at least some of the work** involved in making them happen. Dumping an idea in the boss's lap without offering to pitch in reduces credibility. It's also a great way to take on more responsibility.
- 14 The more lousy ideas you put forth, the less likely your killer idea is likely to be accepted. **Consider carefully before you approach the boss.** Sometimes it is a good idea to bounce the idea off of someone else who you trust, and is in a position to point out any flaws in your reasoning. Bring only the best to the boss.
- 15 **Avoid arguing with your boss.** There isn't anything wrong with presenting solid evidence that links up with your boss's wants and needs. However arguing is more heated, and makes it appear that you are more interested in getting your way, than being helpful to the organization. One guideline to use to tell you when the conversation has moved into an argument style: when you find yourself repeating things. That's the time to end the conversation "for now".
- 16 If your boss doesn't find your idea appealing at the moment, rather than pursuing it vigorously at that time, **you can choose to "put it on hold"** and return to it at some other point. Some people need time to digest new or different ideas, and naturally resist them the first time around. It is possible your boss will "convince him/herself" if given a reasonable amount of time.

### Last Thoughts

Keep in mind that many good ideas fall by the wayside because the person coming up with the idea isn't able to communicate it effectively to the people who need to be involved in "making it happen". Remember that the process of getting your ideas adopted doesn't begin just when you have a good idea. The chances of being heard will be affected by your actions and behaviour previously. Effective staff tend to be more easily heard by others.