

## Managing My Manager

### What does the business need from your manager?

- What goals, objectives and targets has your manager been set?
- What are their priorities?
- What are their pet projects?
- Where are they under confident/competent?
- What is keeping them awake at night?

Knowing this information gives you clues as to how you might support them/their success. This in turn raises the chances of them being more likely to value your contribution and to support you.



### What does your manager need from you?

We all have *currencies*, those things that are important to us and really count in our relationships with others. Your manager's currencies are likely to be some of the following:

- Offering help without being asked
- Doing things faster than expected
- Providing information that they need
- Having a skill the manager does not have
- Acknowledging the manager's contribution to the organisation
- Activities that build the manager's reputation
- Using your contacts to expedite a task
- Minimising pressure on the manager

Noticing which currencies your manager responds to and paying them in these currencies will cost you little in time and energy but will pay dividends in terms of your relationship and is far more likely to be repaid in kind.

### Don't try to remodel them!

By proposing that you manage your manager we are not suggesting that you try to make them into someone that they are not. You can only realistically 'change' others' behaviour and ways of working through how you act. Behaviour breeds behaviour.

### Build a bigger network...

Find and get to know the people who have personal (and positional) power within the organization. What can you learn from them? Build your network both with managers at the same level to your manager and with those higher up. Just ensure you look for those managers who create the right conditions for their people. And be sure to build this network with integrity and positive purpose.