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s a first step f us d i ur ell. Go above and beyond what's expected—meet your deadlines, follow-through on your commitments, be a problem-solver (not a problem creator). Next, be aware of how you interact with your colleagues. Would they consider you to be supportive of them? Are you a team player? Can they rely on you? Are you able to give and receive constructive criticism? Do they trust you? If you answered no to any of these questions, then you have some work to do. Then, consider your own supervisory role. Do you already encompass the qualities you expect from your boss? Are you role modeling the type of behavior you want to see from him or her? Are your expectations of others clear? Do you meet regularly with your employees? Do you give timely and helpful feedback? If you answered no to any of these questions, then you have some opportunities to improve. Lastly, as stated above, study the strengths and weaknesses of your boss and learn to appreciate them. Once you've spent time observing and understanding your boss, consider how to adapt your own style to better complement those strengths and minimize the weaknesses. Also reflect on how your own style works with or against your supervisor's style. The only behaviors you can control are your own. You won't change your boss, but you can adapt and can change yourself.

Managing -up in Summary

In their article, *Managing your Boss*, *Jarvard Business professors Lohn Iabarro and Lohn Motter ezplain that managing-up is* about “pursuing a healthy and productive working relationship based on mutual respect and understanding.” Learn your boss's style, including communication preferences and learning/work style. Take an active role in problem solving—provide solutions and recommendations and avoid passing problems onto your manager. Understand what your boss needs from you, be assertive, and share both good and bad news. Remember your boss is not a mind-reader. You are not a mind-reader either, so discuss with your boss what's expected of you. And last, but certainly not least, focus on self-management. By managing-up, you nurture a key relationship that will lead to greater effectiveness for you, your supervisor and the organization.

References

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