

Buddy to Boss

LeadHERship Workshop March 2023

School of Government



SCHOOL OF GOVERNMENT

Center for Public Leadership and Governance



Actively Participate

Be Curious

Honor Confidentiality – Vegas Rule

Video on whenever possible

Return from breaks on time

Others?

Today's Agenda



Introductions

Challenges of Being the Boss

Credibility and Trust

Teams and Transitioning

Managing Up

Gaining Feedback and Tools for Collaboration

Wrap Up

To Be The Boss



What's that Like?



Small Group Breakout

Challenges of Being A Boss



Establishing Credibility

Six Principles

1. **Discovering Yourself** - Who are you? What do you believe in?
2. Appreciating constituents and their diversity – do you know and understand the values of your team?
3. **Affirming shared values** – where is the common ground?
4. Developing capacity – is my team growing to meet the needs of the organization?
5. **Serving a purpose** – are you walking the talk?
6. Sustaining hope – are you staying positive?

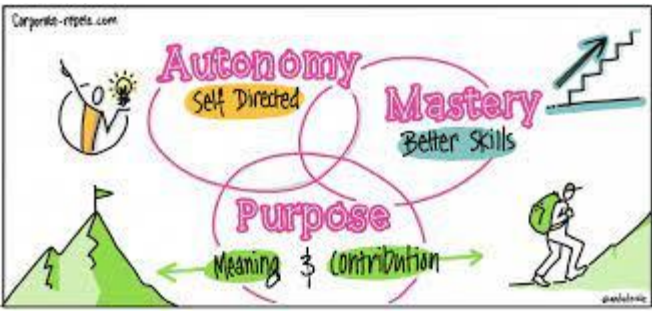


Trust and Credibility

- Admit what you don't know
- Explain reasons behind statements, questions, actions
- "Walk the Talk"
- Follow-through with promises
- Listen to others more than you talk
- Seek feedback and input from others
- Publicly recognize the contributions of others
- Openly accept responsibility for your own mistakes
- Hold others accountable for their behavior in a respectful manner
- Be consistent in applying policies and rules



What People Want From A New Boss



Engagement (Daniel Pink)

Autonomy

(feeling of being autonomous, self-directed)

Mastery

(feeling I am getting better at things that matter by getting feedback)

Purpose

(knowing why I am doing something)



Misery Job Index (Patrick Lencioni)

[Video](#)

Feel known, feel relevant, can gauge their progress and understand their level of contribution

Five Behaviors of Cohesive Team



The Five Behaviors of a Cohesive Team™ Model

Individual Work

Which 2 Credibility factors do I need to work on most? What do I plan to do about that?

When you look at the Five Cohesive Team model, where is my team right now? What will you do to advance your team to the top for collective results?



Managing Up – New Boss

New Boss

Ease into relationship

Observe their style

Consider other's claim on time

Collaborate

Be Honest

Accommodate his/her preference





Managing Up – Current Boss

Take stock of
current relationship

Do you see and
understand your
boss as a person?

Do you know your
boss as a manager?

Can you identify
your boss's
strength?

Are you clear about
what you need and
expect?

Have you discussed
with your own
growth,
development and
aspirations?

Do you and your
boss come from
different cultures?

Checklist

Harvard Business Review

Make sure you understand your boss and his/her context, including:

Goals and Objectives

Pressures

Strengths, Weaknesses, Blind Spots

Preferred Work Style

Assess Yourself and Your Needs including

Strengths, Weaknesses

Personal Style

Predisposition toward dependence on authority figures

Develop and maintain a relationship that:

Fits both your needs and styles

Is characterized by mutual expectations

Keeps your boss informed

Is based on dependability and honesty

Selectively uses your boss's time and resources



Gaining Feedback and Tools for Collaboration





Six Questions Every Leader Should Ask



Where are we going?
Where are you going?

What do you think you're doing well?

What ideas might you have for yourself?

How can I help?

What ideas and suggestions do you have for me?

Concept of Mutual Responsibility



Reflection

Small Group Discussion

What resonates with you? What do you want to work on?

(5 minutes in group/5 minutes report out)

Large Group Discussion

What did you learn?

What one thing will you take back to your organization?