

Exploring New Pathways

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"The relationship with your boss is a partnership. It takes effort to build the relationship and nurture it." - *Jane Boucher* **What type of alliance do you have with your boss?**

Manage the relationship with your boss

In a new role, the most crucial relationship is undoubtedly the one with your boss. This is the individual who will probably have the most direct impact on your success or failure. Your boss, after all, is the person who sets your targets, evaluates your performance, facilitates your interaction with key players, and controls resources you need.

How do you establish the most productive relationship with your boss? What will be the impact of not investing the necessary time and energy into this relationship? How can you ensure that your boss' expectations are managed?

Understanding and managing your boss' expectations (and re-checking these on a regular basis) is crucial. In all likelihood, your boss will have time-based expectations. Getting clarity on what you will need to achieve in the medium and long-term is crucial. Being knowledgeable about what is considered success is instrumental in understanding how your performance will be measured. And of course, it is vital, to negotiate and reset your boss' expectations if they are unrealistic and unachievable. Watch the expectations you are setting for yourself and avoid the temptation to "overpromise".

Michael Watkins suggests the following do's and don'ts to establish the most productive relationship with one's boss.

1. **Don't trash the past** - Understand the past, but focus on evaluating current behavior and results and implementing the changes necessary to improve performance.
2. **Don't stay away** - Make a concerted effort to reach out to your boss ESPECIALLY if she does not reach out to you. Make sure she understands the issues you are facing, and that you understand her expectations.
3. **Don't surprise your boss** - Let your boss know as soon as you become aware of a potential problem.
4. **Don't approach your boss only with problems** - Be proactive and have thought through some potential (preliminary) solutions to all the problems you have identified.
5. **Don't run down your checklist** - Be selective about what you tell your boss. She is interested in what you are trying to do and how she might be able to help, not on recaps of everything you are working on.
6. **Don't try to change your boss** - Assume that you cannot change your boss, and think about ways in which you can adapt to her style and idiosyncrasies.
7. **Negotiate timelines for diagnosis and action planning** - Take the time you need to understand the new organization and devise an action plan.

8. **Aim for early wins in areas important to your boss** - Understand what is important to your boss and try to achieve early results in these areas, so she feels ownership of your success.

9. **Pursue good marks from those whose opinions your boss respects** - Remember that your boss will receive information about your performance from multiple channels, so manage all your relationships.

My invitation is:

Prepare 5 conversations with your boss.

1. Situation analysis - How does he view the existing business situation?
2. Expectations - What does he need you to do?
3. Style - How will you interact with him?
4. Resources - What will you need (from him) to be successful?
5. Personal Development - In what areas will you need improvement?

Note: Concepts presented in this newsletter were inspired by Michael Watkins' book, The First 90 Days.

You are receiving this email because we have had a connection over the years. If you wish to Unsubscribe, please see the link at the bottom of this email.

The concept behind this newsletter is an invitation for you to explore new ways of thinking, new perspectives, and new behaviors, so as to increase your personal effectiveness. The themes we have selected are commonly addressed topics in coaching. We have chosen them carefully and are eager to share them with you, in the hopes you will find them both thought-provoking and valuable.

Warmly,

Céline Brillet

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Top 8 reasons to partner up with a coach

1. You want to make yourself a priority.
2. You feel stuck.
3. You want to build on your strengths.
4. You want to reach your goals more effortlessly.
5. You need a neutral sounding board to bounce ideas off.
6. You are facing a stretch challenge.
7. You have an important decision to make.
8. You are ready to move to the next level.

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