

*Entelechy's Newsletter for Trainers, Managers, HR Professionals and Others
Responsible for the Performance of Others*

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MANAGING YOUR MANAGER

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In challenging times, sometimes your boss's behavior becomes erratic. She may overmanage or undermanage you and your work. She may lose sight of all the things you are working on. You may not be sure what your boss's priorities are; they change daily.

The costs associated with this business malady are many including: missed deadlines and opportunities, working on unimportant tasks, avoidance, frustration, the appearance of incompetence, stress, and burnout.

What can you do? You have three strategies:

Strategy 1 - Get in Front

Take time to understand your boss's:

- Goals: What are your boss's aspirations? How can you help your boss achieve them?
- Problems: What common problems prevent your boss from being more effective? Are any of your boss's problems your strengths? Can you take responsibility for meetings, communication, planning, follow-up, etc.?

- World: Describe the world from your boss's perspective. Who are the players?
- Pressures: What pressures are placed on your boss? How might these pressures affect him? How might they affect priorities? How might they affect your job?
- Boss: What kind of a boss does your boss work for? How might this affect your boss?

Proactively approach your boss with a way you can help solve one of his or her problems.

Strategy 2 - Get in Back

Recognize that your boss is in his position because of past successes and demonstrated competence.

Check your attitude. Are you supportive? Or do you complain?

Check your ego. Do you really have a difficult/incompetent boss? Or does your boss have difficult/incompetent employees?

Show support and encouragement.

Be specific in your positive reinforcement.

Always provide constructive feedback in person and in private.

Recognize that your relationship with your current boss is critical to your future success.

Strategy 3 - Get Alongside

Understand and work with your boss's style:

- Give the “doer” boss results and don’t waste time.
- Support the “speaker” boss’s intuition and need for recognition; provide assurance.
- Accommodate the “listener” boss’s need to talk things out before getting to business.
- Present the “thinker” boss with logic and detail.

Recognize that your relationship with your boss is a relationship of mutual dependence by two human beings with strengths and weaknesses. Get to know your boss’s and get to know yours.

If your boss comes to you with a crisis, remain calm and collect pertinent information: What is really wanted? By whom? By when? How will it be used?

Communicate what you are doing, especially information that may impact your boss (customer problems, project slippage, etc.) Your boss should NEVER be caught by surprise resulting from your failure to communicate.

When raising problems, come with alternative solutions and your recommendation already identified.

Always be honest and dependable.

Be the employee that you would want your employees to be. Model the behavior you would expect from your employees.

This information comes from *Time Mastery for Managers*, a module in Entelechy’s *High Performance Management* training. Check out this module as well as our 40 other modules, training tools, and eGuides at www.unlockit.com.

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HIRING THE BEST – GREAT QUESTIONS (FOR FREE!)
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In the last issue of *The Key*, I suggested that hiring during these economically challenging times is as difficult – or more difficult – than when times are less challenging. Of the hundreds of resumes that require examination, you must select a few choice candidates to interview. Every interview must provide you with the insight and confidence you need to make the right decision.

This calls for questions – GREAT interviewing questions that will get the candidate talking about things that will give you that insight and confidence.

From the extensive work we've done with organizations on interviewing, we've compiled a collection of outstanding interview questions. This 18-page Microsoft Word document is free for the taking simply by visiting the free download section of Entelechy's website at <http://unlockit.com/freestuff>.

This information comes from *Superior Selection and Interviewing*, a module in Entelechy's *High Performance Management* program. You can purchase the source files to this training and customize the training to meet your company's specific needs. Check out all you get at <http://unlockit.com/HPM-TSI.htm>.

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Send this newsletter to your friends and colleagues who may be involved in training and the performance of others and could benefit from FREE performance tips, tools, and techniques.



Terence Traut, President of Entelechy “unlocking potential”

ttraut@unlockit.com

phone: 603-424-1237

fax: 603-424-6361

<http://www.unlockit.com/>