

Managing Your Manager

Winning the Game of Business
From the Employee Side

Contact Info

Ken Kousen

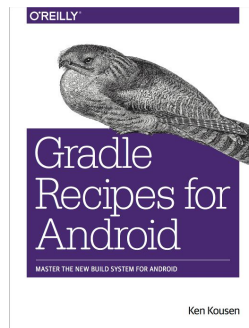
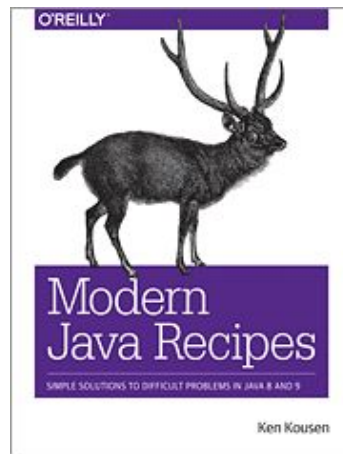
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Videos

O'Reilly video courses: See [Safari Books Online](#) for details

[Groovy Programming Fundamentals](#),

[Practical Groovy Programming](#), [Mastering Groovy Programming](#)

[Learning Android](#), [Practical Android](#)

[Gradle Fundamentals](#), [Gradle for Android](#)

[Spring Framework Essentials](#)

[Reactive Spring](#)

[Advanced Java Development](#)

[Understanding Java 8 Generics](#)

[Managing Your Manager](#)

Grails 3 (several, starting with [this](#))

Great Managers

Protect you from distractions

Great Managers

Protect you from distractions

Get you the resources you need

Great Managers

Protect you from distractions

Get you the resources you need

Help when problems arise

Great Managers

Working for a great manager is **easy**

Great Managers

But it never seems to happen...

Why not?

Managerial Skills

As technical people, we deal with
the **lowest rung** of management



Managerial Skills

As technical people, we deal with
the lowest rung of management

- **least experienced**



Managerial Skills

As technical people, we deal with
the lowest rung of management

- least experienced
- **least proficient**



Not So Great Managers

So if your manager is **not that great**

Not So Great Managers

So if your manager is not that great

What can we do about it?

The Job

Step 1 is to remember that

manager's job != your job

The Job

Step 1 is to remember that

manager's job != your job

manager's priorities != your priorities

What managers care about

Your manager's world

MONEY

budget

resources

personnel



What managers care about

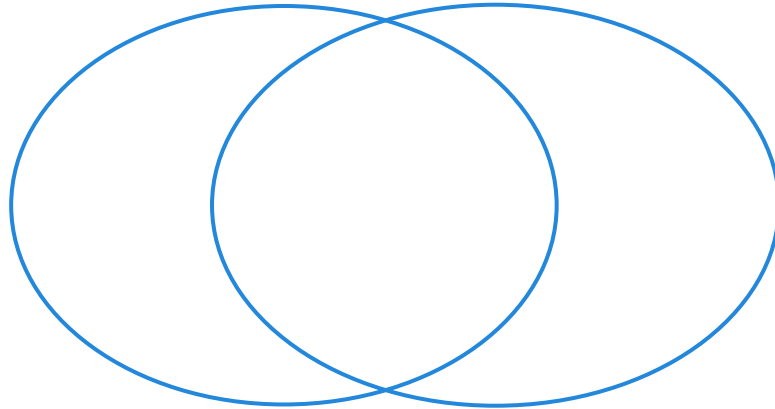
Higher levels
care about money
even more

CEO
Senior VP
Vice
President
Manager
Supervisor
(You)



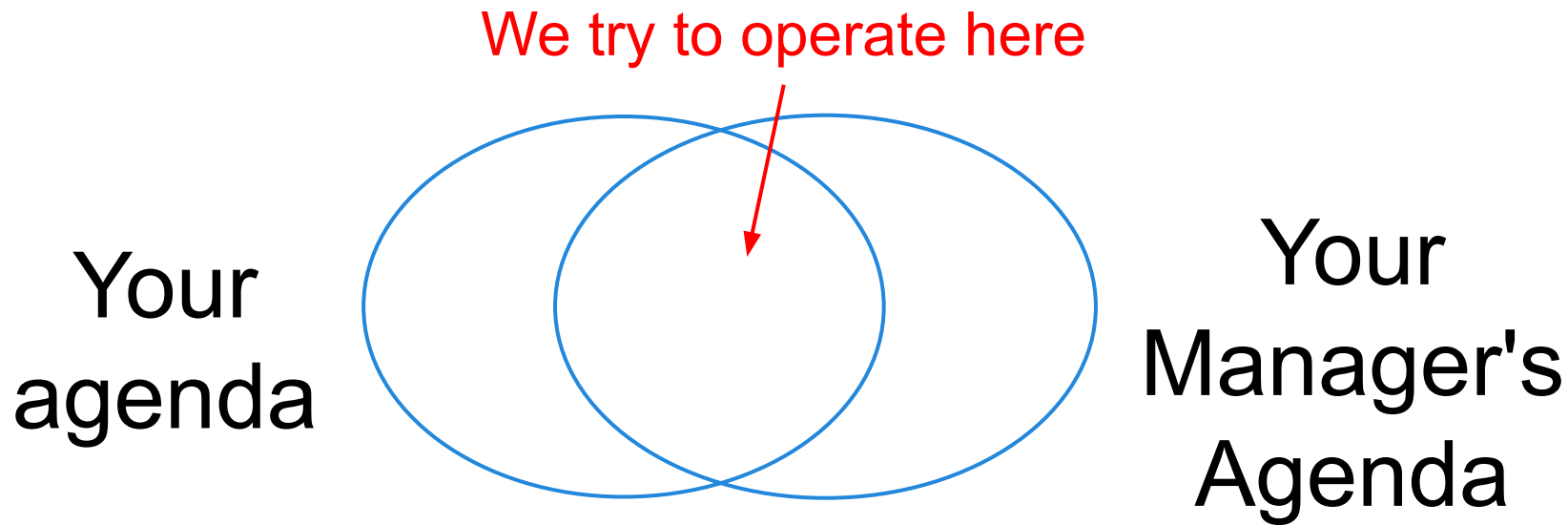
Agenda

Your
agenda

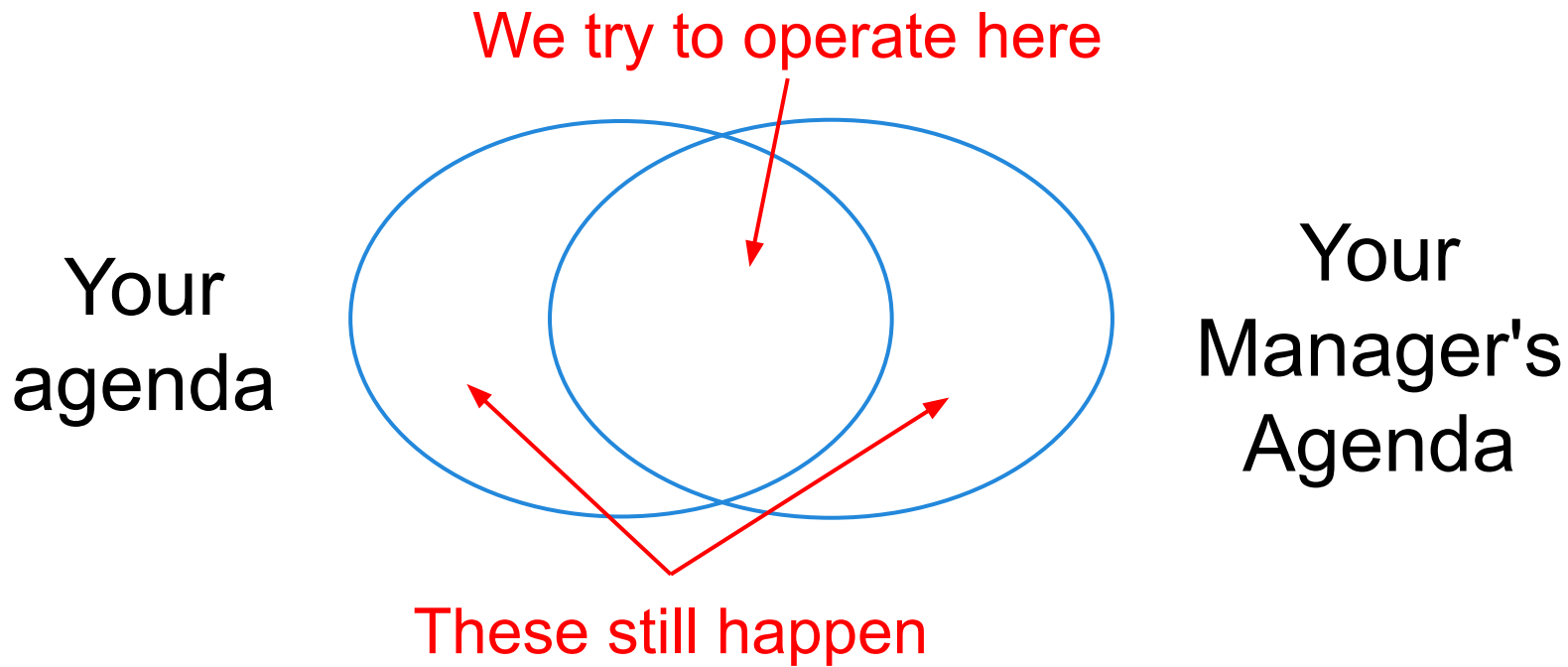


Your
Manager's
Agenda

Agenda



Agenda



The Caine Mutiny (1954)

Photos with Humphrey Bogart, Fred MacMurray

Photo 5 of 40 [Show all](#)

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15 November 2011

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http://www.imdb.com/media/rm1590276864/tt0046816?ref=tt_pv_md_2

Not the time to build a relationship...



Timing

"If you'd given Queeg the **loyalty he needed**,

Timing

"If you'd given Queeg the loyalty he needed,
do you suppose the whole issue

Timing

"If you'd given Queeg the loyalty he needed,
do you suppose the whole issue
would have come up

Timing

"If you'd given Queeg the loyalty he needed,
do you suppose the whole issue
would have come up
during the typhoon?"

Loyalty

Management is **difficult to measure**

Loyalty

Management is difficult to measure

Loyalty prized above all

Loyalty

Management is difficult to measure

Loyalty prized above all

(slight exaggeration, but not much)

Loyalty

Your manager **lives in fear**

Loyalty

Your manager lives in fear

Tech experts more valued

Loyalty

Your manager lives in fear

Tech experts more valued

Managers know they're not great (yet)

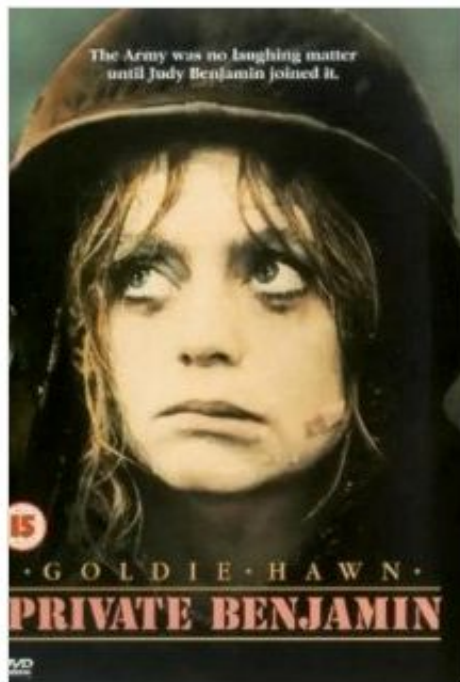
Loyalty

Your manager lives in fear

Tech experts more valued

Managers know they're not great (yet)

Their level first to be eliminated



Private Benjamin (1980)



SEE RANK

R 109 min - Comedy | War - 10 October 1980 (USA)



Your rating: ★★★★★★★★ -/10

Ratings: **5.9**/10 from **12,384** users

Reviews: **55** user | **17** critic

A sheltered young high society woman joins the army on a whim and finds herself in a more difficult situation than she ever expected.

Director: Howard Zieff

Writers: Nancy Meyers, Charles Shyer, 1 more credit »

Stars: Goldie Hawn, Eileen Brennan, Armand Assante |
See full cast and crew

http://www.imdb.com/title/tt0081375/?ref_=nv_sr_1



Your Manager's Manager

Part of your job is to **make your manager**

Your Manager's Manager

Part of your job is to make your manager
look good

Your Manager's Manager

Part of your job is to make your manager
look good
to his or her manager

Your Manager's Manager

Part of your job is to make your manager
look good
to his or her manager

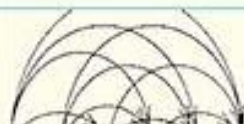
Violate this at your peril

"A fascinating, provocative, and important book."
—Douglas R. Hofstadter, author of *Gödel, Escher, Bach*

REVISED EDITION

THE EVOLUTION OF COOPERATION

Robert Axelrod



•



Prisoner's Dilemma

	Prisoner B stays silent (<i>cooperates</i>)	Prisoner B betrays (<i>defects</i>)
Prisoner A stays silent (<i>cooperates</i>)	Each serves 1 year	Prisoner A: 3 years Prisoner B: goes free
Prisoner A betrays (<i>defects</i>)	Prisoner A: goes free Prisoner B: 3 years	Each serves 2 years

[Iterated Prisoner's Dilemma](#)

Tit for Tat

Won iterated prisoner's dilemma tournament

Tit for Tat

Won iterated prisoner's dilemma tournament

Four lines of BASIC

Tit for Tat

Won iterated prisoner's dilemma tournament

Four lines of BASIC

- **Cooperate** on first move
- Then, **echo opponent's previous move**

IPD Lessons

Cooperation can emerge naturally

IPD Lessons

Cooperation can emerge naturally
As long as both sides remember:

IPD Lessons

Cooperation can emerge naturally

As long as both sides remember:

You're going to do this **again (and again)**

IPD Lessons

T4T succeeds because:

IPD Lessons

T4T succeeds because:

Favors cooperation

IPD Lessons

T4T succeeds because:

Favors cooperation

Never defects first

IPD Lessons

T4T succeeds because:

Favors cooperation

Never defects first

Retaliates immediately

IPD Lessons

T4T succeeds because:

Favors cooperation

Never defects first

Retaliates immediately

Forgives immediately

IPD Lessons

Note: **retaliation is necessary**, BUT

IPD Lessons

Note: retaliation is necessary, BUT

- **doesn't have to be symmetrical**
because job is not symmetrical

IPD Lessons

Note: retaliation is necessary, BUT

- doesn't have to be symmetrical
- **can be subtle**

IPD Lessons

Retaliation:

- **Voice your displeasure** (privately)

IPD Lessons

Retaliation:

- Voice your displeasure (privately)
- **Negotiate**

IPD Lessons

Retaliation:

- Voice your displeasure (privately)
- Negotiate
- Then **let it go**

Prisoner's Dilemma Simulator

Excellent IPD simulator:

<http://ncase.me/trust/>



Chain of Command

Going **around** your manager

Chain of Command

Going around your manager

Very **high risk**

Chain of Command

Going around your manager

Very high risk

Very **low reward**

Chain of Command

Going around your manager

Very high risk

Very low reward

Always consequences

Chain of Command

Do you really believe your boss's boss
doesn't know what's going on?



Chain of Command

Your **boss's boss**

Chain of Command

Your boss's boss

knows your boss

Chain of Command

Your boss's boss
knows your boss
and now

Chain of Command

Your boss's boss
knows your boss
and now
knows you, too

Chain of command

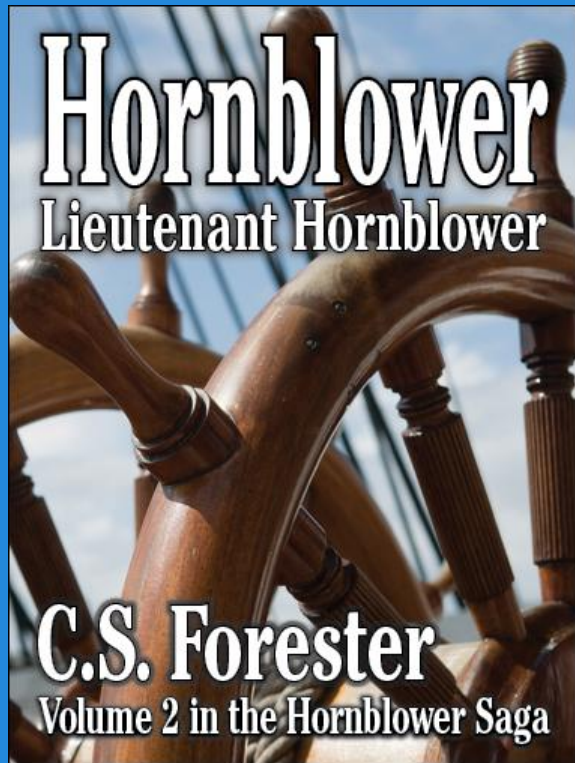
Mark Cuban (owner of Dallas Mavericks)
Interview in *Forbes*

<http://www.forbes.com/sites/monteburke/2013/03/28/at-age-25-mark-cuban-learned-lessons-about-leadership-that-changed-his-life>

Chain of Command

"I used to **send notes to the CEO** of the bank. I once cut out a magazine story about how corporations could save money by withholding Social Security and sent it to him. He sent me a thank-you letter back. I started something called the "Rookie Club." I'd **invite senior executives** to a happy hour to talk to a group of younger employees in their 20s like me. Then I went a little further. I started **writing a newsletter**. I did updates on current projects. I tried to inject a little humor. I thought my boss would love me for doing these things.

Instead, **my boss called me into his office one day and ripped me a new one**. "Who the f— do you think you are?" he yelled. I told him I was trying to help Mellon make more money. He told me I was **never to go over him or around him, or he'd crush me**."



Horatio Hornblower

Series of 11 novels by C. S. Forester

Naval officer during Napoleonic Wars

Hornblower

- **Guides managers, but
lets them make decisions**

Hornblower

- Guides managers, but
lets them make decisions
- **Shows respect for position**

Hornblower

- Guides managers, but
lets them make decisions
- Shows respect for position
- **Shares credit for successes**

Hornblower

- Guides managers, but
lets them make decisions
- Shows respect for position
- Shares credit for successes
- **Looks for opportunities to correct
subordinates weaknesses**

Communication

Learn your manager's **preferences**

The MBTI® Instrument for Life

THE Myers & Briggs FOUNDATION

“Whatever the circumstances of your life,
the understanding of type can make your
perceptions clearer, your judgments sounder,
and your life closer to your heart’s desire.”

ISABEL BRIGGS MYERS



My MBTI® Personality Type

Type Use for Everyday Life

Using Type as a Professional

More About Personality Type

Myers & Briggs Foundation

Frequently Asked Questions



1923

The English translation of
C. G. Jung's Psychological Types (1921)
appears in the United States.

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Very Important

These are *preferences*, not rules

Very Important

These are *preferences*, not rules

Any type can do anything

Four Scales

Extraversion	_____	Introversion
Sensing	_____	Intuition
Thinking	_____	Feeling
Judging	_____	Perceiving

Acquire Energy

Extraversion (E) vs **Introversion** (I)

Do people **energize** you, or

Do people **make you tired**?

E vs I

Your manager has an "open door" policy

E vs I

Your manager has an "open door" policy
But is the **door actually open**?

Information

Sensing (S) vs **Intuition** (N)

Step-by-step vs patterns

S vs N

Does your manager focus on:
implementation details

S vs N

Does your manager focus on:
implementation details, or
the **"big picture"**?

Worst Question

Worst question a sensor asks an intuitive

Worst Question

Worst question a sensor asks an intuitive
"How did you get that?"

Worst Answer

Worst answer an intuitive can give

Worst Answer

Worst answer an intuitive can give

The truth

Best Answer

Any **connected** series of steps

Best Answer

Any connected series of steps
from where sensor is

Best Answer

Any connected series of steps
from where sensor is
to where intuitive is

Best Answer

Any connected series of steps
from where sensor is
to where intuitive is
whether they were used or not

Decisions

Thinking (T) vs **Feeling** (F)

Logic and consistency vs

People and special circumstances

Thinking

Makes decisions based on **facts**



Feeling

Makes decisions based on "gut"

Needs to **experience** both sides
(even virtually)

Structure

Judging (J) vs **Perceiving** (P)

Love to finish vs Love to start

J vs P

When a new project comes up,
does your manager:

J vs P

When a new project comes up,
does your manager:

worry about **unfinished** projects

J vs P

When a new project comes up,
does your manager:

worry about **unfinished** projects, or
get excited about the **new opportunity**?

MBTI

Check Wikipedia for details

Nice follow up:

The Keirsey Temperament Sorter (KTS)

Keirsey Temperaments

Four '**temperaments**'

David W. Keirsey

SJ	NT
SP	NF

Focused on behavior

	Temperament	Role	Role Variant
Concrete or Abstract?	Cooperative or Utilitarian?	Informative or Directive?	Expressive or Attentive ?
Observant (S)	Guardian (SJ) <i>Logistical</i>	Conservator (SFJ) <i>Supporting</i>	Provider (ESFJ): <i>Supplying</i>
			Protector (ISFJ): <i>Securing</i>
		Administrator (STJ) <i>Regulating</i>	Supervisor (ESTJ): <i>Enforcing</i>
			Inspector (ISTJ): <i>Certifying</i>
	Artisan (SP) <i>Tactical</i>	Entertainer (SFP) <i>Improvising</i>	Performer (ESFP): <i>Demonstrating</i>
			Composer (ISFP): <i>Synthesizing</i>
Introspective (N)	Idealist (NF) <i>Diplomatic</i>	Operator (STP) <i>Expediting</i>	Promoter (ESTP): <i>Persuading</i>
			Crafter (ISTP): <i>Instrumenting</i>
		Advocate (NFP) <i>Developing</i>	Champion (ENFP): <i>Motivating</i>
			Healer (INFP): <i>Conciliating</i>
	Rational (NT) <i>Strategic</i>	Mentor (NFJ) <i>Developing</i>	Teacher (ENFJ): <i>Educating</i>
			Counselor (INFJ): <i>Guiding</i>
		Engineer (NTP) <i>Constructing</i>	Inventor (ENTP): <i>Devising</i>
			Architect (INTP): <i>Designing</i>
		Coordinator (NTJ) <i>Arranging</i>	Fieldmarshal (ENTJ): <i>Mobilizing</i>
			Mastermind (INTJ): <i>Entailing</i>

https://en.wikipedia.org/wiki/Keirsey_Temperament_Sorter

SJ Guardians

Guardians proceed **incrementally**
and **finish** what they start

SJ Guardians

Guardians proceed incrementally
and finish what they start

The **backbone** of any organization

SJ Guardians

Love **checklists**

You **MUST** give an SJ

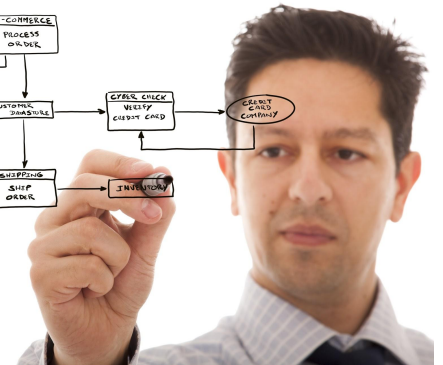
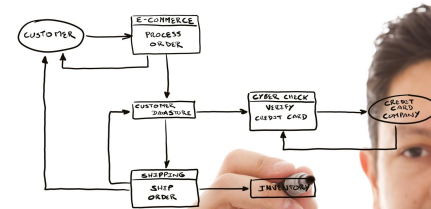
some way to check you off



NT Rationals

Rationals build **systems**

optimize processes



NF Idealists

Idealists think in terms of **people**

Who is affected?

SP Artisans

Artisans **live in the moment**

athletes, jazz musicians, ...

Not common in businesses

Myers-Briggs / KTS

Type your manager

SJ Guardians	NT Rationals
SP Artisans	NF Idealists

HOWTOs

Constructive loyalty HOWTOs:

- good enough answers
- your boss is not your friend
- your boss is not your enemy
- reflective listening

Good Enough Answers

A **good answer** today

Good Enough Answers

A good answer today
is **better** than

Good Enough Answers

A good answer today
is better than
a **great answer next week**

Quick Replies

Answer emails

Quick Replies

Answer emails

especially those from your manager

Quick Replies

Answer emails
especially those from your manager
as soon as physically possible

Quick Replies

Answer emails

especially those from your manager
as soon as possible

(Add whatever caveats you need)

Answering Questions

- **I don't know**, *but*

Answering Questions

- I don't know, but
- Here's **what I do know**

Answering Questions

- I don't know, but
- Here's what I do know
- Here's **what I think**

Answering Questions

- I don't know, but
- Here's what I do know
- Here's what I think
- Here's **where I would go** to find out

Answering Questions

- I don't know, but
- Here's what I do know
- Here's what I think
- Here's where I would go to find out
- ***Do you want me to look into it?***

Quick replies

Answering emails demonstrates **loyalty**

You Boss Is Not Your Friend

Your boss
is **not your friend**

You Boss Is Not Your Friend

If you think your manager is **your friend**

You Boss Is Not Your Friend

If you think your manager is your friend

The first time he or she makes a **decision**

You Boss Is Not Your Friend

If you think your manager is your friend
The first time he or she makes a decision
against you

You Boss Is Not Your Friend

If you think your manager is your friend
The first time he or she makes a decision
against you
You'll be **surprised** and **hurt**

Your Boss Is Not Your Friend

If you think your boss is your friend

Your Boss Is Not Your Friend

If you think your boss is your friend
you'll tell them things

Your Boss Is Not Your Friend

If you think your boss is your friend
you'll tell them things
you would only tell a friend

You Boss Is Not Your Enemy

Your boss
is **not your enemy**, either

You Boss Is Not Your Enemy

It is **not in your manager's best interests**

You Boss Is Not Your Enemy

It is not in your manager's best interests
to see you fail

You Boss Is Not Your Enemy

It is not in your manager's best interests
to see you fail

Replacing people is **difficult** and **expensive**

You Boss Is Not Your Enemy

It is not in your manager's best interests
to see you fail

Replacing people is **difficult** and **expensive**
Always **makes manager look bad**

Reflective Listening

How to sound like you're interested
when you're really not

Special Cases

The **Micro-Manager**

Wants to do your job and his/hers

Special Cases

The **Micro-Manager**

Wants to do your job and his/hers

Bad news: you can't fix it

Special Cases

The **Micro-Manager**

Wants to do your job and his/hers

Bad news: you can't fix it

Good news: self-correcting problem

(it might take a while)

Special Cases

The **"Flat"** Organization

Special Cases

The **"Flat"** Organization
Thinks it's a feature

Special Cases

The **"Flat"** Organization

Thinks it's a feature

Shows low regard for managerial skills

Special Cases

The **"Flat"** Organization

Thinks it's a feature

Shows low regard for managerial skills

Somebody still has to do those tasks

Special Cases

In a flat organization,

Whoever decides your future

(raises, promotions, etc.)

Is your manager

Special Cases

Working remotely

Always sounds like a good idea

Special Cases

Working remotely

T4T depends on future interactions

Special Cases

Working remotely

T4T depends on future interactions

Arrange periodic meetings

Can be virtual, but

Video is better than voice

Voice better than email

Best Way

The best way to tell your boss he or she
is **completely and totally wrong**

Best Way

The best way to tell your boss he or she
is completely and totally wrong

"That turns out not to be the case"

Best Way

"That turns out not to be the case"

Might want to add

"I can see why you might think that"

(protip: don't roll your eyes)

Summary

Avoid:

- Making your manager look bad
- Violating the chain of command
- Trashing your manager
on social media (duh)
- Trashing your manager
inside the organization

Summary

Do:

- Respond immediately
- Share credit publicly
- Negotiate privately
- Determine your manager's type,
so you can ask for what you want

Summary

And remember,

"That turns out not to be the case"

(especially if you disagree with all this)

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