

in order to answer. This satisfies the audience and shows your strength and character.

Now let's move to another instance in which you need to find ways to answer questions.

THE BOSS VS. YOU

The Dynamics of Power

In a Q&A session with your boss, your major problem is to find ways to feel that power is shared, to feel that you have some real choices about how you'll behave and what you'll say and do.

When you're called in to a questioning session, the fact that he/she *can* ask you to come, that you *will* come, and that you *must* answer questions makes the balance of power a little different than in the usual Q&A sessions after a presentation, where you have just demonstrated *your* power and continue it by *inviting* them to ask you for more.

How Much Room at the Top

First—know your audience. There are certain predictables about any boss.

Bosses

They're all different. The key is to know and study yours well enough to discover how your boss deals with his/her power. What does he/she usually do when confronted with an issue: Lose temper; ask questions; decide alone; give orders; blame others; none of the above? Knowing the unique qualities of *your* boss helps you predict and plan.

Know also that the very nature of their position causes them to have certain traits in common. Being a boss generally brings with it certain predictable and understandable needs for and attitudes about power and authority. Knowing these overall basic needs and attributes will also help you understand and prepare for a boss's probable approach to the upcoming session:

- **Leadership.** In order to establish and maintain effective leadership, a boss needs others to know that he/she *is* in charge. This means showing