

# Managing Your Manager

Winning the Game of Business  
From the Employee Side

# Contact Info

Ken Kousen

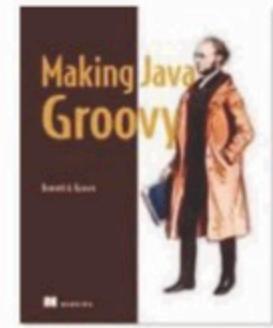
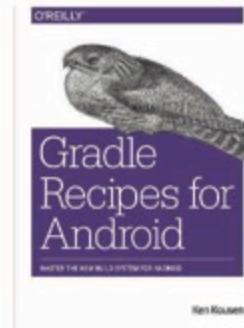
Kousen IT, Inc.

[ken.kousen@kousenit.com](mailto:ken.kousen@kousenit.com)

<http://www.kousenit.com>

<http://kousenit.wordpress.com> (blog)

[@kenkousen](https://twitter.com/kenkousen)



Groovy Podcast: <http://nofluffjuststuff.com/groovypodcast>

# Videos (available on Safari)

O'Reilly video courses: See <http://shop.oreilly.com> for details

[Groovy Programming Fundamentals](#)

[Practical Groovy Programming](#)

[Mastering Groovy Programming](#)

[Learning Android](#)

[Practical Android](#)

[Gradle Fundamentals](#)

[Gradle for Android](#)

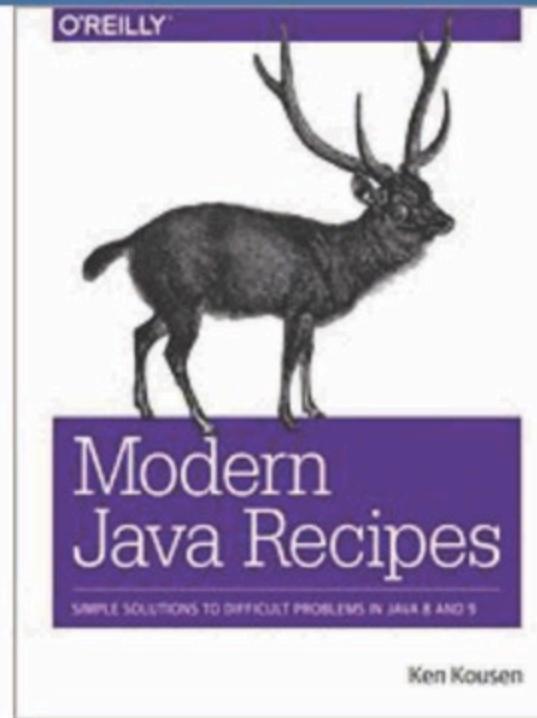
[Spring Framework Essentials](#)

[Advanced Java Development](#)

# Modern Java Recipes

Source code:

[https://github.com/kousen/java\\_8\\_recipes](https://github.com/kousen/java_8_recipes)



# 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

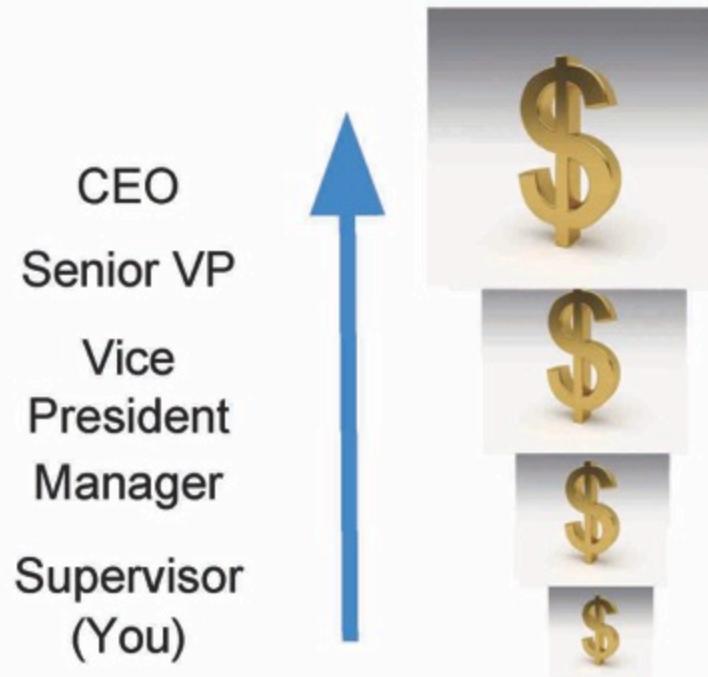
**MONEY**

budget  
resources  
personnel



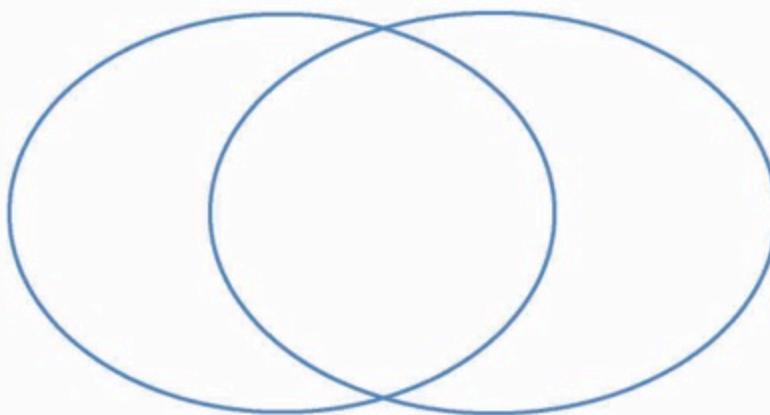
# What managers care about

Higher levels  
care about money  
**even more**



# Agenda

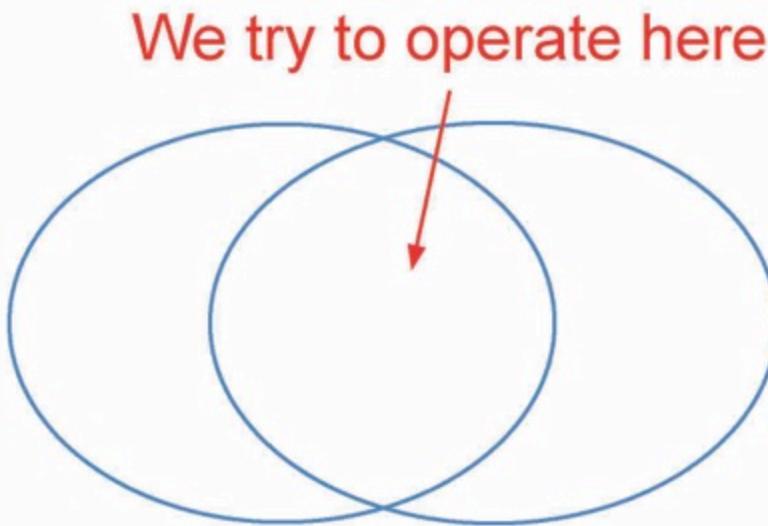
Your  
agenda



Your  
Manager's  
Agenda

# Agenda

Your  
agenda

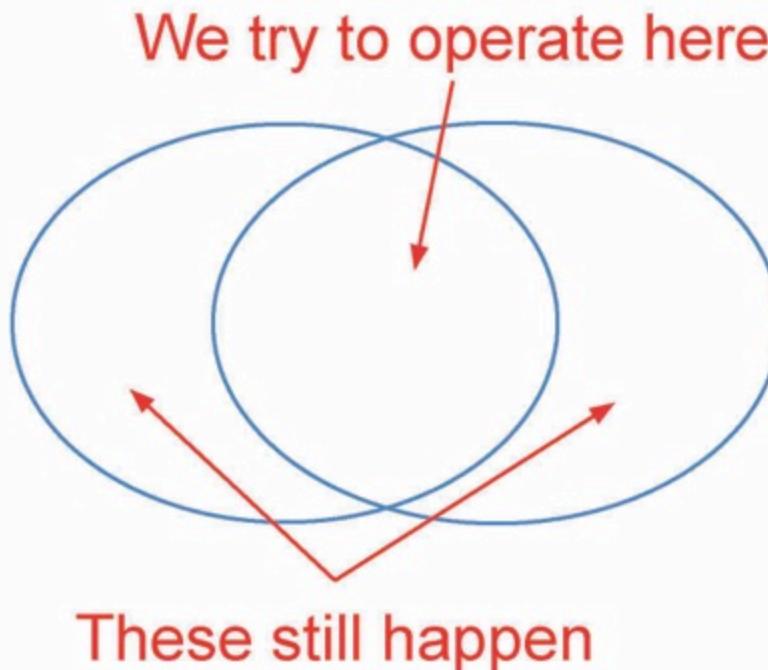


Your  
Manager's  
Agenda

We try to operate here

# Agenda

Your  
agenda



Your  
Manager's  
Agenda

## The Caine Mutiny (1954)

Photos with Humphrey Bogart, Fred MacMurray

Photo 5 of 40

Show all

Show thumbnails

Start Slideshow

« Prev

Next »



15 November 2011

© 1954 Columbia

[http://www.imdb.com/media/rm1590276864/tt0046816?ref\\_=tt\\_pv\\_md\\_2](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)**

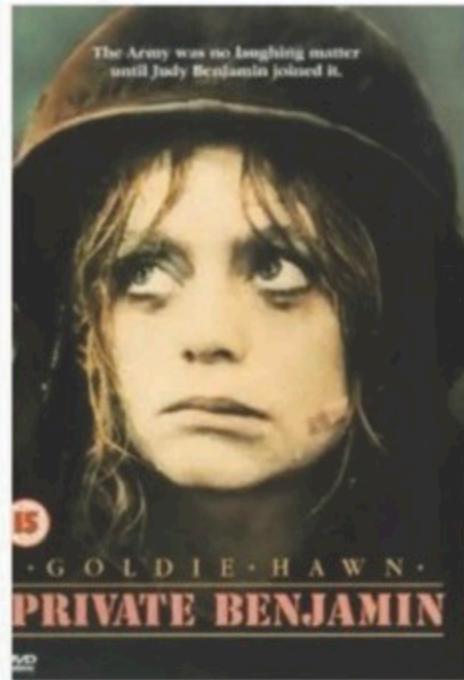
# Loyalty

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: ★★★★★★★★★★ 5/10

5.9

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](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

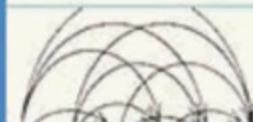
***Violate this at your peril***

"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

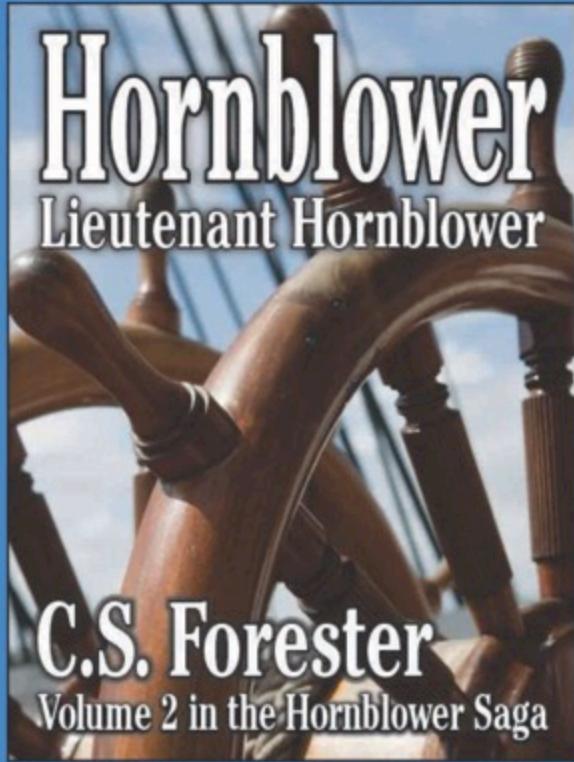
Mark Cuban (owner of Dallas Mavericks)  
Interview in *Forbes*

<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**

"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



# 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>
		Administrator (STJ) <i>Regulating</i>	Protector (ISFJ): <i>Securing</i>
		Entertainer (SFP) <i>Improvising</i>	Supervisor (ESTJ): <i>Enforcing</i>
		Operator (STP) <i>Expediting</i>	Inspector (ISTJ): <i>Certifying</i>
	Artisan (SP) <i>Tactical</i>	Performer (ESFP): <i>Demonstrating</i>	
		Composer (ISFP): <i>Synthesizing</i>	
		Promoter (ESTP): <i>Persuading</i>	
		Crafter (ISTP): <i>Instrumenting</i>	
Introspective (N)	Idealist (NF) <i>Diplomatic</i>	Advocate (NFP) <i>Developing</i>	Champion (ENFP): <i>Motivating</i>
		Mentor (NFJ) <i>Developing</i>	Healer (INFP): <i>Conciliating</i>
		Teacher (ENFJ): <i>Educating</i>	
		Counselor (INFJ): <i>Guiding</i>	
	Rational (NT) <i>Strategic</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](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

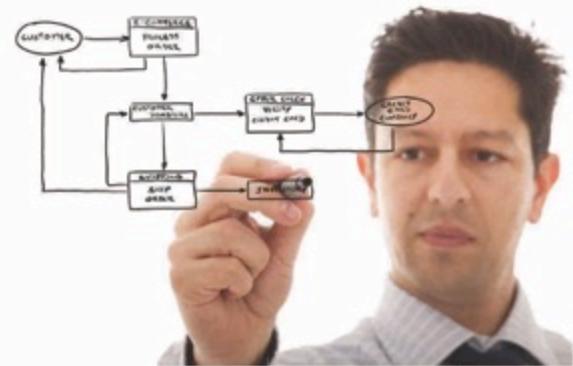


some way to check you off

# 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

<b>SJ Guardians</b>	<b>NT Rationals</b>
<b>SP Artisans</b>	<b>NF Idealists</b>

# 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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[http://farm5.staticflickr.com/4076/4777421101\\_9ec175cfe5\\_z\\_d.jpg](http://farm5.staticflickr.com/4076/4777421101_9ec175cfe5_z_d.jpg)