



Effective upward management

Develop a constructive relationship with your boss



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Our sources

This synopsis is based on the publications presented below and on the back page.

The rare books that cover the topic of managing the relationship with one's boss generally address the question from two main angles, namely "What are the psychological flaws of your boss that make things difficult for you?" and "How to manipulate your boss to your advantage?"

The publications that we have selected in drafting this synopsis take a more constructive look at the question. These books first incite people to gain perspective by deciphering why hierarchical relationships are frustrating by nature and thereby likely to generate conflict. More importantly, they emphasize the active role that subordinates can play to strengthen the quality of the relationship with their boss.

We discovered four important recommendations:

- **Become aware of your natural attitude toward authority, and take care to adapt it according to the style of your boss and circumstances.**
- **Take the initiative to clarify your boss's expectations, as many conflicts are caused by erroneous assumptions.**
- **Define a mode of interaction that takes account of differences in style.**
- **Rather than wishing your boss were perfect, focus your efforts on areas in which you are complementary.**

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1 A shared responsibility

► An important and delicate relationship

The quality of the relationship with your boss has a major impact on the performance of the company, as well as on your personal performance. Indeed, an ineffective hierarchical relationship

The quality of the relationship with one's boss – which has a genuine impact on performance – is a frequent source of frustration.

can easily turn into chaos or sap the energy of both parties, since bosses and subordinates often need each other to reach their respective goals. For example, the *Harvard Business Review* article *Managing Your Boss* analyzes a relationship that went bad between a director and a vice-president in a manufacturing company. A series of misunderstandings and resentments – such as the acquisition of new production equipment decided by the vice-president, according to the director, whereas the vice-president afterward asserted that he did not give his agreement – ended in the dismissal of both parties, and an estimated loss between \$2 and

5 million due to this conflict. This example points out the importance of making efforts to improve mutual understanding in order to build a constructive relationship and optimize the performance of both the boss and the subordinate.

However, hierarchical relationships are very rarely ideal. Several studies have even shown that they represent one of the main causes of frustration at work. Tyrannical, time-wasting, picky, disruptive, indecisive, unreliable, exploitative – there are many words to criticize the boss. Moreover, it is striking to note to what extent most of the books published on the subject consider “the boss” as an enemy to be fought, or even as a lunatic who must be manipulated to the subordinate's advantage (Figure A).

This situation is not surprising, given that hierarchical relationships by nature contain a very high potential for frustration. Contrary to common belief, this relationship indeed resides upon reciprocal dependency. The truth is that your boss needs you quite as much as you need him or her (Figure B). And psychologists show that nothing is more stressful than feeling dependent! In a context where both protagonists of the relationship have good reasons for feeling some frustration, there is nothing surprising in the fact that the slightest disagreements or misunderstandings quickly blow up out of proportion.

► Assuming responsibility

Many people consider that the quality of the hierarchical relationship is the boss's responsibility. The latter is indeed perceived as holding the power in the relationship. Furthermore, due to the boss's position, we expect him or her to set an example. Therefore, when managers become dissatisfied with this relationship, many naturally tend to blame their boss and feel they have no choice other than to “deal with” what they perceive to be a flaw in their superior. However, considering the boss should naturally be able to handle a hierarchical role just because he or she is in a position of authority is an attitude doomed to cause disappointment. This is forgetting how complex it is to exercise hierarchical responsibility. In theory, bosses are supposed to set clear direction, help subordinates develop

You have everything to gain by assuming responsibility for the quality of the relationship with your boss.

themselves, provide support where needed, and ensure that day-to-day interactions are as efficient as possible! Rare are the individuals capable of living up to this ideal without fail.

Furthermore, the influence that an individual can have on the quality of

FIGURE A An often negative perception

Most of books published on managing the relationship with one's boss regard the question in a negative way. Whether humorous or more serious, they generally present the “boss” as an enemy to be fought, or as a lunatic who must be manipulated to the subordinate's advantage. The titles of some recent books, which we used in drafting this synopsis, are very revealing:

- **Throwing the Elephant**, Stanley Bing, HarperCollins Publishers, 2003. Learn how to throw around your boss's weight to your advantage.
- **Lion Taming**, Steven L. Katz, Sourcebooks, 2004. Working effectively with leaders, bosses and other difficult customers.
- **The Allure of Toxic Leaders**, Jean Lipman-Blumen, Oxford University Press, 2005. How to survive a destructive boss.
- **Coping with Toxic Managers**, Subordinates and Other Toxic People, Roy Lubit, FT Prentice Hall, 2004. Better understand the psychological aspects of the toxic behavior of the boss in order to manage it better.
- **Comment manager son chef : les astuces pour l'avoir dans la poche** [How to get the boss eating out of your hand], Philippe Deval, Les Editions d'Organisation, 2005. Adapting to the “forced marriage” with your boss.

This vision is frequently instructive, but simplistic. If there are undeniably managers who behave pathologically, in most cases, the situation is more complex than it appears. Taking active steps to build a constructive relationship is far preferable to using manipulation tactics.

the relationship with his or her boss is much greater than people generally imagine – as shown by the authors of the book *The Set-Up-To-Fail Syndrome*. Take the example of a boss who asks his close subordinates to provide precise and frequent reporting. A department head feels insulted by this request, which he attributes to a lack of trust. He thus acquiesces reluctantly to the request, sending reports that are as brief as possible. The boss then begins to put increasing pressure on the department head, who becomes even more irritated. A vicious circle is created. At the same time, another department head attributes this request to the need of the boss to be reassured. He anticipates the expectations of the boss, and provides information that he may not consider to be indispensable, but which gives the boss the feeling of being in control of the situation. The boss thus gradually learns to rely on him and becomes less and less concerned with the details. This second subordinate is managing the relationship with his boss more effectively.

In consequence – especially since the subordinates are the ones most likely to suffer from an ineffective hierarchical relationship, they should actively manage the relationship with their boss.

We shall see that to develop a constructive relationship with your boss, you must focus your efforts in four main ways:

- Become aware of your instinctive attitude toward authority, and learn to change your attitude if necessary;

- Clarify your boss's expectations and take advantage of this opportunity to express your own;
- Define a mode of interaction that suits your respective styles;
- Find areas in which you and your boss are complementary.

2 Watch your mindset

The image that you have of your boss does not depend only on him or her. Your feelings about authority in principle also play a decisive role. They probably have a strong influence on how you interpret situations, as well as how you behave.

The book *It Takes Two* highlights three characteristic dimensions of this relationship with authority, namely, the level of deference, the level of divergence, and the level of distance (Figure C). On each of these dimensions, there is no “good” or “bad” attitude: every style has its advantages and disadvantages. Nevertheless, each attitude is more or less suited to the circumstances. This is why it is important to know your natural attitude, so that you can then choose to act differently than you normally would in order to react effectively to the situations confronting you.

You would thus benefit from analyzing your natural attitude toward authority based on these three criteria:

Level of deference

Do you tend to go along with the boss on principle, or is it more natural for you to defend your own point

of view? In the first instance, you demonstrate a high level of deference. Such an attitude will certainly facilitate daily interactions with your boss. However, people who are too deferent tend to limit constructive debate and refrain from suggesting new ideas that could help the boss challenge his or her viewpoints. Conversely, if you show very low deference, be aware that your attitude may not be particularly appreciated by a boss who has a more

Become aware that your instinctive attitude toward authority can lead you to an impasse.

authoritarian view of the hierarchy. In this case, being a bit more submissive at times would facilitate your interactions. Such flexibility on your part is particularly critical in times of crisis, when the goal is to progress quickly, rather than building upon the ideas of everyone.

Level of divergence

Are you naturally suspicious of your boss, and thus highly divergent, or do you tend to consider him or her as an ally, whose objectives you naturally share? The first attitude has the advantage of helping you to gain perspective. You will then be better able to identify problems that have not been taken into account. However, you could easily start to see your boss as an enemy, and thus trigger conflict in the relationship. In contrast, very low divergence will make you a valued ally of your boss.

FIGURE B A situation of mutual dependency

Contrary to the traditional vision of the hierarchical relationship, in which the boss “dominates” his or her subordinates, the situation is usually more subtle in reality, and reflects a mutual dependency.

Subordinates need the boss ...	But the boss also needs his or her subordinates
Subordinates undeniably need the boss for many things: • To develop their careers by receiving specific assignments, being recommended for promotions and raises, etc. • But also to realize these assignments successfully by obtaining required resources, gaining access to the rest of the organization, receiving support during a difficult negotiation, etc.	The boss also needs the goodwill of his or her subordinates to ensure that work gets done as desired, and therefore depends on: • Their willingness to cooperate • Their reliability • Their contributions to performance • Their honesty

Based on *Managing Your Boss*, Harvard Business Review, 1980.

Yet, this means that you may also give your trust when it is unmerited, or even be seen as lacking personality and character.

Level of distance

Do you consider that your relationship with your boss must stay on a purely professional level or do you find it natural to evoke more personal

subjects, such as your aspirations and fears and even more intimate subjects? If you put high emotional distance between you and your boss, you will concentrate most on efficiency. On the other hand, you may not receive needed help from your boss because he or she is not aware of your needs. It is therefore important to open up at times in order to strengthen your relationship. At the other extreme, low distance may offer

the advantages of a richer relationship, but can lead to a paralyzing situation in which comfort is preferred to efficiency. If things tend to drift in this direction, try to put up some barriers between you and your boss.

In consequence, whatever your natural relationship with authority, you will gain from developing the flexibility to adapt yourself to the hierarchical style of your boss and the circumstances.

FIGURE C Assess your attitude toward authority

Based on your personality, your education, your culture, but also your past experiences, you more or less consciously form an idea of what defines a “boss” and a “normal” hierarchical relationship. No belief is absolutely right or wrong, but your conception may be more or less adapted depending on the circumstances and your boss’s style. It is therefore important to be flexible and differentiate your behavior to suit the situation.

This attitude toward authority is characterized according to three main dimensions:

DEFERENCE			
Low Deference		High Deference	
• Often argues with the boss, wants to push his or her point of view at all costs • Has trouble accepting decisions with which he or she doesn't agree • Contributes new and original ideas, sometimes nonconformist • Autonomous, seeks responsibility		• Appreciates clear and structured authority • Expresses him or herself only if the boss asks for an opinion and prefers to appear to agree with the boss • Does not like participating in decision making • Prefers to deploy initiatives decided by the boss	
+	-	+	-
• Conducive to extensive, rich debate • Effective when creativity is important • Fosters delegation	• Time consuming • Can slow things down in times of crisis • Can engender conflict in relationships, particularly with an authoritarian boss	• Effective for implementing decisions • Indispensable in times of crisis	• Does not help raise important issues • Requires the boss to assume all responsibility
DIVERGENCE			
Low divergence		High divergence	
• Relies on the boss to establish objectives, which are naturally assumed to be legitimate • Considers the boss as an ally • Considers that others are often too skeptical towards the hierarchy • Is often perceived as blindly trusting the boss		• Considers the boss as an opponent • Thinks that the boss is mainly self-interested • Is suspicious of the boss's motives • Uses indirect means to try to obtain information about the boss's activities or contacts	
+	-	+	-
• Provides important support for implementing the strategy • Facilitates work relationships, minimizes conflicts	• Sometimes acts against his or her own interests or values • May appear to be weak	• Improves the quality of decisions, thanks to greater objectivity • Facilitates the identification of problems	• May make it difficult to deploy decisions • Can prevent effective cooperation
DISTANCE			
Low distance		High distance	
• Takes the time to discuss personal matters with the boss • Talks about professional and personal aspirations, fears, and concerns		• Considers that the relationship with the boss must remain purely professional • Is uncomfortable if the boss reveals certain aspects of his private life	
+	-	+	-
• Facilitates assignment to tasks that correspond to personal constraints or professional aspirations • Enriches the relationship by taking account of subjective elements	• May seek comfort in relationships, rather than efficiency • May be paralyzing when a conflict is taken personally	• Has more time for professional subjects • Is more objective in managing complex situations • Does not risk using personal information for political purposes	• May lose out on opportunities by not revealing his or her expectations • May suffer needlessly by not sharing information on major personal problems

Based on *It takes two*, Gene Boccialetti, Jossey-Bass, 1995.

3 Clarify expectations

Many subordinates conform to what they believe to be the expectations of their boss, e.g. “My boss expects accurate and detailed reports from me,” “I must prove that I can manage without him or her,” etc. However, if you do not check what your boss’s actual expectations are, you may be in for a bad surprise. Your boss might be irritated by excessively detailed reporting that he feels is a waste of time, or criticize you for not being able to ask for help when needed.

In general, people must be wary of the tendency to project their goals on others. Although the vision of a close-knit team working toward a common purpose should be cultivated, you must keep in mind that everyone has his or her own objectives, and that those of your boss are not the same as yours by definition. His or her scope of activity is broader, he or she has different personal

Don't delude yourself that you know what your boss expects.

objectives, is subject to other pressures than you, and does not have the same constraints, etc. For instance, the article *Managing Your Boss* quotes the example of a marketing vice-president hired “to raise company sales and market share.” Focused on his or her own objective, the VP did not understand that the president also had another objective of improving margins and company profitability. As a result, the VP made efforts to increase sales, but without significantly improving margins. Unsurprisingly, this misunderstanding quickly deteriorated the VP’s relationship with the president.

In the same way, your boss does not necessarily value the same qualities as you do. Does he or she lend more importance to perfection, speed of execution, autonomy, efforts engaged, etc.? Your own scale of values may be very different from your boss’s.

Assuming that your boss is responsible for expressing his or her expectations is not sufficient. He or she probably finds them so natural that it doesn’t even occur to him or her that he

or she should express them. And even if companies generally have formal processes to communicate expectations, assess performance, etc. these systems are never sufficient to obtain a deep understanding of your boss’s personal preferences.

You must thus take the initiative to get your boss to express his or her expectations concerning your objectives and mode of interaction, and to use this opportunity to express your own:

Make the first step

Don’t hesitate to ask for a meeting to clarify your boss’s expectations. If you are in the early stages of the relationship or in the middle of the assessment process, this is a good opportunity to speak in depth about all of his or her expectations. A series of short meetings on specific points can also be effective. For example, “I would like to meet to discuss what you expect of me in terms of feedback.” Alternatively, and depending on your respective preferences, you may find it more efficient to prepare a detailed draft memo specifying what you think is expected of you. A written document seems to help some people gain perspective. On the other hand, some prefer to bring up subjects informally during a trip or meal.

Learn to read between the lines

When discussing such topics, be aware that there is often a gap between what your boss says and what he or she actually thinks. Even if you feel you have clarified your boss’s expectations at a meeting or in writing, do not neglect signals that could modify your interpretation. For example, many bosses say that they want their subordinates to be assertive and take responsibility, but subconsciously have a high need to maintain control! If you are confronted with this situation, you should certainly show initiative, but remember to provide regular, reassuring reports.

You should therefore interpret what your boss says through the lens of your concrete observations, for this will give you a more accurate understanding of his or her actual expectations. To further your knowledge, do not hesitate to

ask questions to those who have experience working with your boss: they will probably have a useful perspective on the subject, having once been in your situation.

Don't forget to update your analysis

Be careful not to allow your perception to become stale. Many parameters can cause expectations to evolve, such as changing constraints, your developing skills, your changing relationship, the trust that develops between you, etc. It is therefore indispensable to make regular status checks, by speaking openly and directly with your boss, as well as making observations that are as objective as possible and asking third parties for their opinion.

Only by making an effort to clarify your boss’s expectations can you work to develop a constructive relationship that attempts to satisfy both of your respective expectations.

4 Define a mode of interaction

It is surprising to note how a bad relationship between a boss and a subordinate often emerges as a result of frustrations connected to apparently trivial behaviors that accumulate to cause deep conflict.

Above all, be aware that what you consider to be flaws may simply be caused by misunderstandings linked

You will get along better with your boss if you manage to define a mode of interaction that takes account of differences in style.

to differences in personal style. In particular, we tend to read into the intentions of our boss, and give more meaning to their actions than they actually deserve. For example, if your boss wants to be involved very early in the decision-making process, you may conclude that he or she does not trust you. In fact, however, this might be due to a personal preference for a high level of involvement and a love for detail.

Understanding your boss's behavioral style can therefore help you avoid misinterpreting his or her intentions and getting into conflicts over nothing.

Taking account of "differences in style" is not an excuse for accepting any type of behavior, but if you understand the reasons your boss may act in a certain way, you can avoid needlessly making your boss uncomfortable. For example, if you are intuitive and have an analytical boss, you certainly should develop an opinion in your own way, but subsequently make an effort to break down your thinking before presenting it to your boss. Otherwise, you may lose his or her trust simply because of the way you tend to support your decisions.

Figure D presents the main facets of daily interaction that deserve attention. In particular, you will benefit from

making significant efforts to establish a mode of interaction that is mutually acceptable in the following arenas:

Management of information

Identify the type of information you must "feed back," and in what form. For example, if your boss appears to prefer written communications and you feel more at ease in face-to-face contexts, prepare a report to present to him or her at a meeting, to combine both preferences effectively. In any case, be aware that subordinates tend to underestimate the quantity of information their boss expects. Since they are ultimately responsible for the actions and decisions of their subordinates, they prefer to feel they are in control of the situation. It is thus better to "do a bit too much" than not enough!

Management of time

A frequent subject of irritation in hierarchical relationships is poor time management. Don't be too quick to blame your boss's lack of availability as a lack of interest! A good rule of thumb is to consider the boss's time as a limited resource that must be optimized. Pay particular attention to managing priorities when you meet with him or her. You will also generally gain from showing a certain discipline, whether your respective styles are formal or not. Careful preparation for meetings is usually appreciated as a sign of respect for the other person's time, even if discussions may sometimes drift from the established agenda.

FIGURE D Learn to adapt to your boss's style

A constructive relationship with your boss means that you must understand his or her preferred operating style and can establish a mode of interaction suitable to that style.

In particular, be attentive to the following:

Level of formality - Does your boss prefer formality or informality? - Does your boss attach major importance to punctuality in meetings? - Does your boss prefer meetings with clearly defined agendas or want more flexibility? - Adapting to the level of formality of your boss will help you avoid misunderstandings. A highly formal boss may consider that a subordinate is unprofessional because he or she does not share the same conception of professionalism, whereas an informal boss may be easily irritated by a subordinate who seems too pernickety.	Reasoning style - Is your boss rather intuitive or rather analytical? In the first case, you would be better off coming to a conclusion quickly, whereas in the second case, you will obtain his or her agreement more easily if you explain your thinking process in detail. - Does your boss cover subjects one by one, or jump from one subject to another easily? If you are very different on these dimensions, be aware that you may be perceived as slow, or on the other hand disorganized, by the boss. - Does your boss quickly lose patience or remain focused? If he or she is easily distracted, try to keep things focused and minimize digressions.
Communication style - Does your boss prefer to be informed in writing or orally? - Does your boss expect detailed information or general summaries? - At what stage does your boss want to be informed about problems? - This subject is critical because it often causes conflicts. Learn to find a compromise that you find reasonable that takes account of your boss's expectations and your preferred information feedback methods.	Time management style - Does your boss tend to wait for the last minute and then throw him or herself into a project, or does he or she dig in as soon as possible? Big differences in preferred time management style can lead to serious misunderstandings. If you become more efficient as the deadline approaches, whereas your boss prefers to begin as soon as possible, learn to reassure him or her that the project will be completed on time. On the other hand, if you like to start well in advance, while your boss prefers to work at the last minute, don't interpret his or her lack of involvement in the initial phases of a project as a lack of interest, but rather as a difference in style. - Does your boss stick to a strict schedule or is he or she flexible enough to reorganize his or her timetable? You will work more effectively if you are able to take account of his or her mode of organization.
Decision making style - Does your boss tend to get highly involved or delegate a lot of the work? - Does your boss quickly make decisions or prefer to digest a subject before deciding? - These attitudes will determine the appropriate level of detail and frequency of your interactions.	Conflict management style Does your boss tend to express dissatisfaction spontaneously and strongly or prefer to minimize conflicts? In the first case, do not take offence at the boss's abruptness or outbursts. In the second, be careful to respect his or her preferences so as not to upset him or her more than necessary.

Decision making

Decision making is also a sensitive subject. Some people need to analyze problems in detail and assess the various options before making a decision, while others tend to trust their instincts, the opinion of experts or people they know they can rely on. Understanding the preferred decision-making style of your boss will enable you to present your arguments more effectively, and avoid causing him or her to worry by neglecting to take precautions he or she considers important.

5 Find areas in which you are complementary

Developing a constructive relationship means that you must give up the image of the ideal boss, which few people could probably match.

To do this, you will find it useful to draft a list of your boss's strengths and weaknesses, by realizing that a quality

Rather than regretting that your boss is not perfect, try to mitigate his or her flaws.

in one context can be a flaw in another. For example, the ability to make quick decisions can sometimes be valuable, but can also lead to haste. If the overall picture looks fairly bleak, it may be time to think of alternatives. However, in

most cases, this exercise will allow you to identify opportunities to develop a truly complementary – and thus more solid – relationship:

Mitigate his or her flaws

Think about how to cope with the flaws of your boss. First of all, above and beyond the short-lived irritation that they arouse in you, are these flaws really so annoying? For example, are you really hurt by a boss who irritates you because he is too pushy for your taste? You will probably note that some of the flaws that irritate you are actually quite tolerable, and you will then be in a better mindset to cope with them.

Then, try to see if you can make yourself useful by compensating for his or her failings. For example, a disorganized boss would likely enjoy working with a subordinate who is reliable and efficient in keeping track of projects. Similarly, an executive known for his or her inability to take criticism will appreciate hearing from a subordinate who is able to listen to people and who can feed back what they have said in a diplomatic and tactful manner.

Offer feedback

You can also help your boss by giving feedback and advice. If you are able to offer tactful feedback on your boss's actions and attitudes at the right time, he or she will probably be very grateful. Indeed, your perspective is

very different from his or her own and that of his or her superiors. You are also in a position to hear what other people don't dare say to your boss's face. Your feedback is therefore very valuable to him or her. **Figure E** provides some tips on how to offer such feedback without damaging your relationship.

Take advantage of your deep knowledge of how your unit operates

Finally, your boss is less in touch than you are concerning how things are going in the field, due to his or her position. This means that many details escape him or her. This difference in perspective gives you an opportunity to be useful. By rounding out his or her understanding of problems in the organization, you can stimulate ideas for changes or improvements that he or she would not have imagined without your help.

• • • •

Believing that your boss is responsible for ensuring the quality of the relationship between you is a mistake. You have too much to lose if you do not take active steps to manage this relationship. This requires focusing your efforts to understand his or her expectations, tolerating differences, and building on domains where you are complementary.

FIGURE E Learn to give upward feedback

The following tips will help you to tell your boss about behaviors that you feel are unproductive, without deteriorating your relationship:

- First, make sure that your boss **trusts you enough** to hear what you have to say on the subject.
- Carefully **choose the subjects** you want to talk about. To be constructive, your criticism must address a point that is detrimental to performance and that your boss can improve or remediate in some way.
- Choose a time when your boss seems most **receptive**, when nothing urgent is going on, and if possible, in his or her office to avoid being interrupted.
- If possible, express your feedback **rapidly after the event** in question so that your respective recollections of the event are still fresh in your minds, but also to avoid giving the impression that you have been harboring resentment.
- However, do not express yourself **in the heat of emotion**, if you are too upset to be constructive.
- Preferably rely on **specific facts**. If you make assumptions, specify that these are just assumptions and not assertions. Avoid making judgments.
- Express **your personal feelings** about the behavior you are discussing, rather than a theoretical value judgment.
- Be careful to express yourself **non-aggressively**, and in particular, watch your nonverbal signals.

Our selection

To find the best ideas on this subject, we recommend the following publications:

- **Why Managing Up Matters**, Harvard Management Update, 2002. (Article)
Beyond manipulation, learn to manage the relationship with your boss constructively.
- **Managing Your Boss**, Harvard Business Review, 1980. (Article)
Base your relationship with your boss on mutual respect and understanding, for greater efficiency.
- **How to Succeed With Your New Boss**, Harvard Working Knowledge, 2002. (Article)
Start out on the right foot with a new boss.
- **Comment gérer efficacement son supérieur hiérarchique** [How to manage your boss effectively], Guy Desautay, Dunod, 1998. (Book)
Many recommendations on understanding and managing your boss better.
- **The Set-Up-To-Fail Syndrome**, Jean-François Manzoni, Jean-Louis Barsoux, Harvard Business School Press, 2002. (Book)
How bosses and subordinates can avoid getting into vicious circles in hierarchical relationships.

Further readings

To explore this topic further:

- **It Takes Two**, Gene Boccialetti, Jossey-Bass, 1995. (Book)
Understand various attitudes toward authority, and learn to deviate from your natural style.
- **Emotional Intelligence**, Daniel Goleman, Bantam, 1997. (Book)
Be aware of the impact on interpersonal relationships of a form of intelligence that is often underestimated.
- **Le manager à l'écoute** [The Attentive Manager], Yves Blanc, Dunod, 2002. (Book)
Improve your ability to listen in order to understand others better.
- **Managing diversity** (Manageris synopsis 123b)
Be able to work together despite differences.
- **Managing your time better** (Manageris synopsis 127a)
Understand different time management styles.

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