American Management Association's
Partnering with Your Boss:
Strategic Skills for Administrative Professionals

Learning Objectives

- Build and Preserve Productive and Trusting Workplace Partnerships with Your Boss and Others
- Apply Planning Skills to Anticipate Needs, Manage Time and Projects, and Gain Recognition, Personal Power, and Authority
- Identify and Practice Personal Behaviors and Modes of Interaction That Form the Basis for Strategic Collaborations with Your Boss and Others
- Apply Decision-Making Skills in Order to Become Proactive in Anticipating the Needs of Your Boss and in Acting for the Benefit of the Organization

Defining Your Strategic Partnership

- Identify the Characteristics of Effective Partnering and Use These Features to Create a Profile for Your Partnering Relationship with Your Boss
- Define Your Role as a Partner By Completing a Partnering Worksheet/Planner

Understanding Your Boss (and Yourself): A Study in Behavioral Styles

- Identify Your Own Behavioral Style Preferences
- Identify Your Boss’ Behavioral Style and Build a Better Working Relationship
- Identify How to Build Trust with Each Type of Behavioral Style and Make a Trust-Building Plan to Incorporate with Your Boss
- Demonstrate the Best Way to Communicate with Bosses, Peers, or Employees Whose Style Preferences Differ from Yours
- Describe the Concept of Different Work Styles and Determine How You and Your Boss Complement One Another

Anticipating Your Boss’ Needs with Good Communication Skills

- Choose and Apply the Active Listening Skills That Will Allow You to Anticipate Your Boss’ Needs By Completing a Communication Assessment and Enacting a Listening Skills Experiment
- Create a List of Best Practices for Active Listening, Feedback, and Questioning Skills
- Begin Gathering Information to Help You Start Anticipating Your Boss’ Needs More Accurately
Becoming an Effective Gatekeeper By Managing Information Flow

- “Manage Up” By Being Conscious of Information Flow
- Clarify What Gatekeeping Means in Terms of Controlling and Supporting Information Flow
- Negotiate to Use Your Skills as a Gatekeeper More Effectively By Getting Either More Information to Manage or More Authority to Handle the Information You Are Already Working With
- Solve Information Flow Problems at Work

Decision Making with and for the Boss

- List the Barriers to Decision Making
- Use Four New Decision-Making Tools
- Establish Decision-Making Ground Rules to Apply When Either You or Your Boss Is the “Partner-in-Absentia”
- Organize Your Office and Communicate with Your Boss So S/He Can Find What S/He Needs When You Are Out of the Office

A Trusted Partner: Establishing Your Ethical Boundaries

- Recognize and Respond to Unethical Behavior
- Define and Prioritize Your Ethical Obligations
- Establish Your Own Ethical Boundaries
- Use Questions to Help Resolve Ethical Dilemmas
- Access Written Documents Outlining Legal and Ethical Behaviors and Use That Information to Determine Your Course of Action When Responding to Unethical Behavior in Others

Aligning and Expanding Your Partnering Relationship

- Synergize and Practice New Feedback-Seeking and Informative Speaking Skills By Planning a Work Review or Project Update Presentation
- Apply Influencing and Persuasive Communication Skills in Planning and Delivering a Business Case Presentation