

MANAGING YOUR EXECUTIVE TEAM: SECRETS FROM THE BEST

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I. Who Are We, Today's Outline

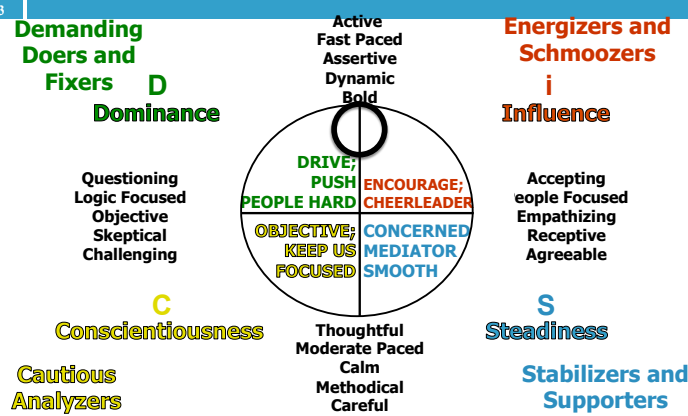
- An Academic and an Executive
 - Solve problems by teaching, advising, coaching
 - Solve problems through action

- What are your issues?
 - How do you communicate?
 - How do you see?

- Today
 - Your Style
 - Your Boss
 - Blind Spots
 - Communication
 - Resource Management
 - Market Yourself








II. DiSC® Model of Individual Styles






The diagram shows a circle divided into four quadrants representing individual styles:

- Dominance (D):** Active, Fast Paced, Assertive, Dynamic, Bold. Associated with "DRIVE; PUSH PEOPLE HARD" and "ENCOURAGE; CHEERLEADER".
- Influence (i):** Energizers and Schmoozers. Associated with "OBJECTIVE; KEEP US FOCUSED" and "CONCERNED MEDIATOR SMOOTH".
- Steadiness (S):** Stabilizers and Supporters. Associated with "Thoughtful, Moderate Paced, Calm, Methodical, Careful".
- Conscientiousness (C):** Cautious Analyzers. Associated with "Questioning, Logic Focused, Objective, Skeptical, Challenging".

How to use Personal Style Info: I

- Focus on behavioral tendencies
 - Do a brief assessment of your boss' style
- Embrace roles: yours, and your boss
 - High D, Dominance: Drive, action, speed
 - High i, influence: Energy and encouragement
 - High S, Steady: Stable, support
 - High C, Conscientious: Detail, accuracy, analysis
- Communicate with your boss, based on boss' needs
- Analyze the situation:
 - a raging fire is never the time for consensus
 - complexity nearly always requires a backstory

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How to use Personal Style Info: II

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- How do you respond to your boss.
 - How do you accept delegation
 - How do you manage your manager's time
 - Do you take it personally when something negative happens?
- What does your boss need; customize your approach to meet his/her style
- Have clear goals for projects that are important to your boss

Communication



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How to use Personal Style Info: III

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	D	i	S	C
<i>The Person's Behavior</i>	Makes rapid decisions Gives short answers Takes charge	Outgoing Enthusiastic Positive Friendly	Calm Helpful Trustworthy Patient Sincere	Quiet Careful Reliable Accurate Concerned with being correct
<i>What the Individual Typically Needs or Enjoys</i>	Power Prestige Challenges Results Freedom	Popularity Recognition Approval Friendliness Being with others	Security Status quo Time to adjust to changes Being with people who get along	Clear rules and expectations Time to make decisions Working alone
<i>What Challenges the Person</i>	Being controlled by others	Working alone	Conflict with others Change	Situations that are unclear or messy
<i>How to Work Better with this Style</i>	Allow this person to make the final decision. Get to the point rapidly Keep the small talk to a minimum	Focus on people Show feelings Be enthusiastic	Control and limit change Cooperate when possible Don't get upset or anxious	Let the person show expertise Do not be aggressive Avoid surprises Be logical and rational

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III. Blind Spots

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- What is your boss missing
- What are you missing
- How do you work with that one member of the executive team (the CFO?) who never sees things your way?
- Your job here?????
 - Blind Spot Assist



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IV. What's your job; what's your role?

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- Be both a leader for, and a subordinate to, your boss
 - Understand when to do which
- Be a resource to your boss.
 - Have credible information, not merely data
 - Produce it when your boss needs it.
 - Help to create a core message when your boss needs it most.
- Build credibility.
 - Make decisions and take decisive action when your boss needs that
- Keep your boss in the loop.



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V. Know Your Boss: Communicate Wisely

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- E-mail, phone, face-to-face: use judiciously, know when to use each
- Be certain your boss knows what you are doing, especially behind the scenes
- Quick and concise, or the full story?
- Details and facts, end result, or 30,000 ft?

- What is your boss' "box?" What are its limits?

VI. What does your boss need

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- Solve problems; don't create new ones
- Have clear goals for projects that are important to your boss
- Identify what your boss will need to do; never let your boss get blindsided
- Meet deadlines; get the job done
- No excuses
- Plant seeds

- Keep your boss in the loop!

VII. Research and Resource management

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- Know all sides of the "story"
- Inventory the required resources
- Plan for and ask for (only) what you need
- Keep your boss involved and in the loop
- Anticipate problems and solve them
- Manage expectations; be creative

VIII. Track your performance; pat yourself on the back

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- Know what you need
- Sell yourself; don't oversell
- Understand your boss' agenda and track successes that are important to the boss
- Find (subtle) ways of letting your boss know what you have achieved
- Think outside the box
- Have courage

The Secrets

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- *Know the players*
- *Know the “Story”*
- *Think outside the box*
- *Have courage*
- *Plant seeds*
- *Use the back door*
- *Keep your boss in the loop*
- *It’s not personal!*



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