

# CONFLICT MANAGEMENT AND LEADING UPWARDS

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# Question Box

☐ What is the most important thing you want to learn from this topic?



# **What is in it for me by discussing this topic?**

- ☐ **What are the things you can use to fully understand your boss and also his or her design?**
- ☐ **What do you mean and include by having a Psychological contract?**
- ☐ **I don't trust him, our values clash and I believe a 360degree assessment is the way to go to set things straight: Do you have any practical ideas on how best to do this?**

# Managing Your Boss

by [John J. Gabarro](#) and [John P. Kotter](#)

Harvard Business Review Article

*THE FACT IS, BOSSES NEED COOPERATION, RELIABILITY, AND HONESTY FROM THEIR DIRECT REPORTS.. IF THE RELATIONSHIP BETWEEN YOU AND YOUR BOSS IS ROCKY, THEN IT IS YOU WHO MUST BEGIN TO MANAGE IT. WHEN YOU TAKE THE TIME TO CULTIVATE A PRODUCTIVE WORKING RELATIONSHIP—BY UNDERSTANDING YOUR BOSS’S STRENGTHS AND WEAKNESSES, PRIORITIES, AND WORK STYLE—EVERYONE WINS.*



## **PRE -TEST: DO YOU KNOW YOUR BOSS**

- ☐ **How does your boss set out his expectations of you?**
- ☐ **How does your boss like to receive information?**
- ☐ **How does your boss communicate disappointment?**
- ☐ **How does your boss give out praise?**
- ☐ **How does your boss handle bad news or unexpected events?**

# How does your boss set out his expectations of you?





# How does your boss like to receive information?



KuvatON.com



**"MY BURGER WAS SUPPOSED TO BE HERE AN HOUR AGO..."**



motifake.com



[illegible]

# How does your boss handle bad news or unexpected events?



**What areas of friction did you identify? What will you do to minimize that friction?**



# What are two of your boss's managerial weaknesses?





**Describe a recent situation in which you made your boss look good, or made it easy for him or her to manage you.**



**In what ways can you compensate for your boss's managerial weaknesses in order to help him or her out?**





# Q1: What is your experience in managing your boss

- ☐ Good
- ☐ Bad
- ☐ Career Limiting
- ☐ Be careful
- ☐ Don't get involved
- ☐ Just accept the status quo



# 1. YOU NEED TO UNDERSTAND EACH OTHER'S DESIGN



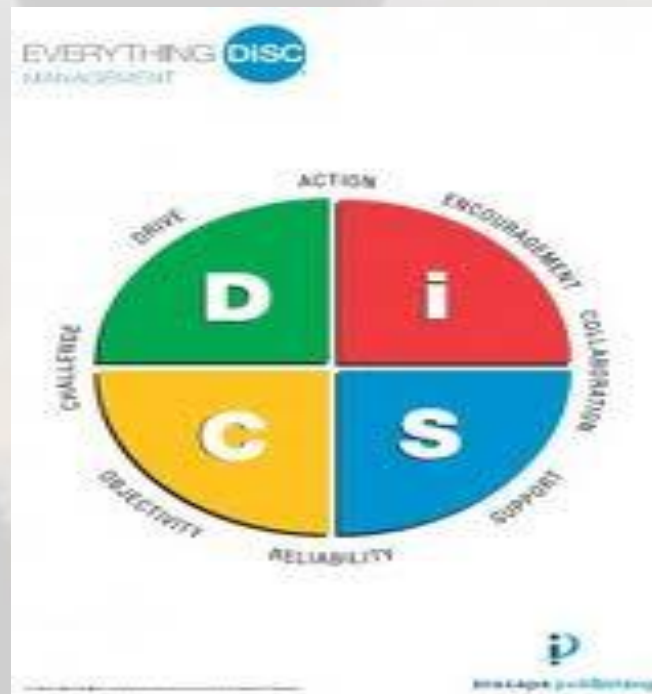
# Knowing your boss

- ❑2. YOU NEED TO UNDERSTAND EACH OTHER'S PERSONAL VALUES**
- ❑3. YOU NEED TO UNDERSTAND WHAT IS KEEPING YOUR BOSS AWAKE AT NIGHT ABOUT THE ORGANISATION AND HIS JOB**



# Knowing your boss

## ❑ 4. YOU NEED TO UNDERSTAND HOW YOU WILL DEAL WITH CONFLICT AND MISUNDERSTANDING



# Knowing your boss

- ☐ 5. YOU NEED TO UNDERSTAND THE DEMOTIVATORS
- ☐ 6. YOU NEED TO MAKE DEPOSITS IN HIS OR HER LIFE
- ☐ 7. YOU NEED TO UNDERSTAND EACH OTHERS STRENGTHS

**YOU NEED TO HAVE AN EYE BALL  
SESSION FROM TIME TO TIME**





# **Call for action: Your Next Step ...**

- ☐ **What do you need to start, stop or do differently**
- ☐ **What are the two things that you will do with this knowledge?**



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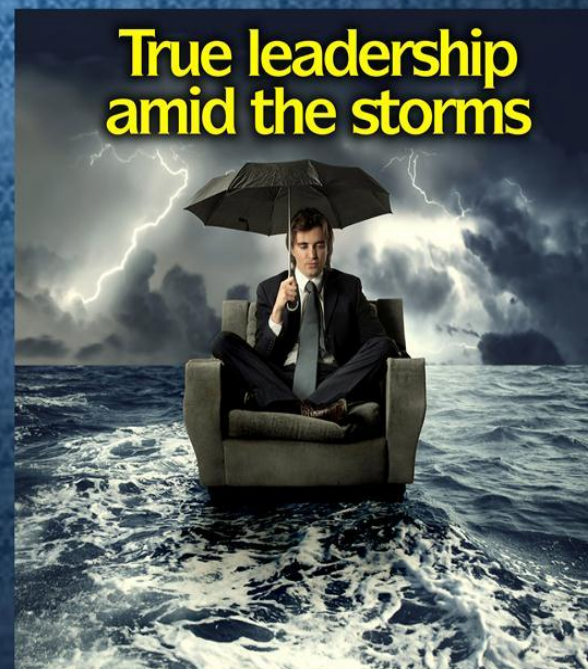
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# The Heartbeat exercise

What is complicating your life right now?

What keeps you awake (at night)?

What inspires you/makes you tick?

What are some of the indicators of high vitality in your life?

What gives your spirit, mind, heart and body energy?

What are your dreams/ fears?

What would you like to be remembered for?

Discuss your unfolding strategy.

What are the things (top priorities) you need to:

Let go? Stop? Maintain? Initiate?

If you could change anything, what would it be?

(Yourself, team, organisation)