

Understanding your manager

A complete understanding of your manager is the first step towards building a great working relationship.

Questions	Your answers
<p>1. What is my manager's background?</p> <p>Where have they worked? What roles did they have? Where did they grow up? Where were they educated? Look them up on LinkedIn.</p>	
<p>2. What are my manager's values?</p> <p>Watch to see what your manager praises and how they act themselves.</p> <p>Honesty? Stability? Selflessness?</p>	
<p>3. What is my manager's job?</p> <p>What are their responsibilities? How do they fit into the overall organization? Who do they report to? Who are their colleagues? How is their performance measured?</p>	
<p>4. What are my manager's goals?</p> <p>Short-term goals related to their current role? Long-term career goals? Personal goals?</p>	
<p>5. What is my manager's dominant leadership style?</p> <p>Daniel Goleman at HBR identified six basic styles:</p> <ul style="list-style-type: none"> • <i>Coercive — demanding compliance</i> • <i>Authoritative — mobilizing towards a vision</i> • <i>Affiliative — building relationships, harmony</i> • <i>Democratic — consensus through participation</i> 	

<ul style="list-style-type: none">• <i>Pacesetter</i> — demanding high standards by example• <i>Coaching</i> — delegating and developing others	
6. How does my manager like to communicate? By email? Phone? In-person? Text? Short-bursts or long discussions? In the moment or at scheduled times? Top down or bottom up? Details or big picture?	
7. What are my manager's strengths?	
8. What are my manager's weaker areas?	
9. What are my manager's quirks, blind spots and triggers?	
10. What's important to my manager outside work? Family? Do they have kids? Sports? Eating? Other hobbies?	

To help answer these questions:

1. Ask your manager directly
2. Ask others who have worked with your manager
3. Watch your manager in action