

**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