

# *WHO CARES*

Excerpt

## Chapter 4 - Managing Your Boss

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*Better Systems for Managing People*

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## Chapter 4 – Managing Your Boss

A wise person once told me that there is only one reason that you quit a job. “You don’t get along with your boss.” Looking back, I’d go a step further and say that you can’t manage your boss and, therefore, you can’t manage your hope for personal growth within the organization.

Next to you, your boss is the most important relationship you have in your organization. You can live with slogans like “The customer always comes first,” and mean it, and practice it, but when you can’t manage the trust relationship with your boss, you’re in trouble. You’re lonely because you are missing a sense of harmony between your performance and your organization’s goals. You need authentic feedback and you aren’t getting any. Since your organization is a body with more than two legs, it can not experience a trust relationship. Therefore, *you* must manage your corporate relationship through *your* boss. He or she is your link to the corporate caring line.

Two myths about trust relationships should be dispelled here. The first is the belief that if you are in a trust relationship with someone, you have to trust him/her for the relationship to be successful. Not true, if Mary is your boss, you are in a trust relationship with her by definition, regardless of whether you trust her or she trusts you. She has to live with your performance and you have to live with her direction and feedback. You will manage it differently if you don’t trust her, than if you do, but either way, manage it you must. “How can I manage her, if I don’t trust her?” you might ask, “or how can I manage her if she doesn’t trust me or, even worse, if she’s a jerk?” For the answer to this, we go to the second myth, which is that old adage, “It takes two to tango.” Fortunately, this one is wrong too. It only takes one, and you’re it.

### **See Chapter 2. “Managing Yourself” or Else Hide Under Your Desk**

In chapter two we talked about how you can manage your relationship with yourself to cultivate personal power. When you have personal harmony between your spirit, body, intellect, and tongue (language), you speak only of important things and project an authenticity that is sensed by those you are dealing with. When you are out of harmony, you project the inherent weakness of your discord. Since we are alive, it is inappropriate to picture personal harmony as something that you have or don’t have. Better to understand that sometimes you have it and other times you don’t and that you can and should manage this condition. Moreover, people who earn the character trait of “being in harmony” are people who have learned how to manage this condition well. And don’t think that this means that you have to use “mind control” to manage it. On the contrary, you can’t control your harmony with your intellect because your body and spirit are orders of magnitude more powerful. Rather you must

learn to experience your internal harmony status through listening to your more powerful body and psyche, recognizing when you have a discord and seeking a more harmonious path; or failing this, acting with appropriate reserve.

To manage your boss, without managing your own personal harmony, would be like trying to run without getting on your feet. In this chapter, then, we discuss managing your boss while managing yourself. The reason why the expression “It takes two to tango” does not apply to managing trust relationships is because if you manage yourself well enough, you can manage your boss, even if he/she is not playing the game.

While you’re at it, familiarize yourself with chapter 3, as well. The principles discussed therein serve as the basis for the process for managing your boss. Like all the processes in this book, practicing it will encourage, even force you to manage yourself at the same time. The good news is that since it is a behavior process, the more you practice it the better you will get at managing yourself and your boss, no matter what he/she does, or learns.



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