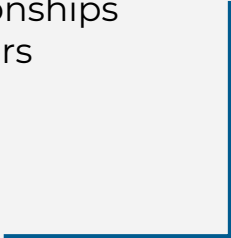




Managing Up

Creating effective relationships
with board members



What is a boss?

Boss

[noun]

Someone who does precision guesswork based on unreliable data provided by those of questionable knowledge.

boss

['bas] *noun*

someone who is early when you are late and late when you are early.

boss

[baws, bos] noun

A mythical creature with the power to magically appear when you least expect it and assign tasks that make you question the meaning of life. They possess a superhuman ability to schedule meetings that could have been emails and deliver motivational speeches that may or may not induce sleep.

Boss - a person who is in charge of a worker, group, or organization.

How many bosses do I have?



What to do...Manage Up!

- Definition: "Managing up" helps you build and maintain a positive, productive relationship with your boss.
- Importance: Applies to everyone, at any job level.
- Purpose: Promotes cooperation, better results for you, your board of education, and your organization. Crucial for career ownership and long-term success.



Managing Up Overview

Spoiler alert!



Understanding Yourself and Your Board

- You are 50% of the supervisor relationship. It's all about **CHEMISTRY!**
- Self-awareness: Know your work style, strengths, areas for growth, and personality type.
- Your strengths may balance your boss's weaknesses (e.g., planning, technical skills).
- Be dependable. Follow through, present quality work, and adapt to your boss's needs.
- Know what your boss expects—can you do your best without knowing their definition of “best”?

Understanding Yourself and Your Board

- Work as a team. **TEAMWORK** is a fundamental aspect of your relationship with the Board.



Communicate & Set Expectations

- **COMMUNICATION** is key! Schedule meetings to set priorities, goals, and expectations. Ask questions. And then ask again.



Communicate & Set Expectations



- Ask questions to clarify your board's viewpoint and what defines success for all.
- Observe your board
- Be mindful of pet peeves

Proactive Support & Problem Solving

- Make your Boards job easier; be seen as indispensable.
- Don't just relay problems - provide solutions
- You are more than a secretary: act as project manager, coordinator, troubleshooter, communicator.
- Be persistent. Do not drop a subject until a resolution is found.

Building Trust

- **TRUST** is essential. You must give trust to gain trust.
- Take ownership of your actions.
- Admit mistakes and learn from them.



Building Trust



Secure Your Personal Brand

- Personal branding is the intentional, strategic practice of defining and expressing your value.
 - Be **FAIR!**
 - Be honest
 - Follow policies
 - Avoid office politics
 - Own mistakes without blame
 - Build credibility through your actions
 - Be consistent and reliable
 - Have **ENERGY!**
- Know who you want to be!



Confidence, Discipline, & Follow-Through

- Have **CONFIDENCE!** Built on experience, discipline, realism, perfectionism, and flexibility.
- Be disciplined; have a stubborn determination to follow through.
- Do not procrastinate. Be **IMPATIENT!** Take immediate action.
- Create routines.

Adaptability & Resilience

- Be **ADAPTABLE!** Expect every board member to have a learning curve; be ready for change.
- Be **RESILIENT!** Being resilient requires flexibility.
- Maintain your sense of **HUMOR**. That will help you remain resilient and keep your perspective.

Preparation is Key

- Success is 80% **PREPARATION**
- Help your board by filtering information.
- Anticipate needs
- Develop “survival files” and have key resources handy.



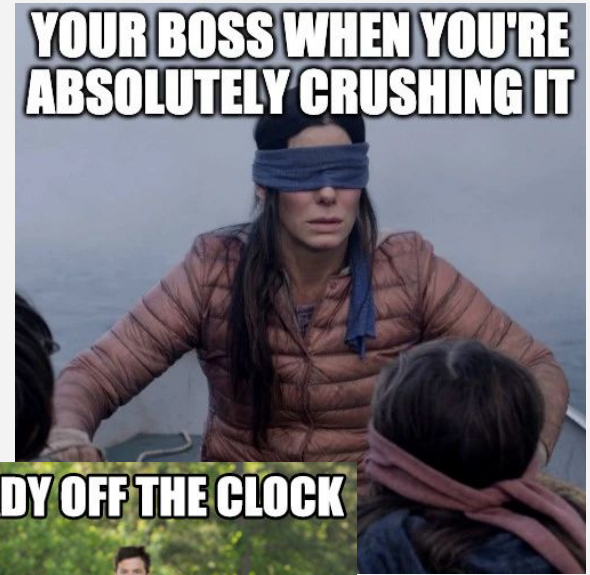
Prioritization & Time Management

- Manage schedules: Use tools (meeting grids, polls) to coordinate.
- Save your boss time: draft responses, keep them informed, help them prioritize.
- Use technology appropriately!
- Focus on **SIMPLICITY!**



Big Picture

- Use **COMMON SENSE!**
- Sometimes, personal sacrifices go unnoticed—ask yourself if they're worth it.



Big Picture

- Always ask: “Did the work I performed help achieve a goal?”
- Find you **PASSION & PURPOSE!**
- Where there is no passion there can be no purpose.



Final Thoughts

Chemistry. Gets you off to a good start and keeps you going.

Trust. Trust is what any great partnership is build on - and what makes it last.

Confidence. The key to propel you forward.

Impatience. It is not a negative, but rather a positive that will help you accomplish as much as possible.

Energy. IT keeps you afloat and helps you persevere.

Final Thoughts

Resilience. Resilience will help you keep going through roadblocks.

Humor. Make every day fun.

Common sense. A lifesaver when making tough decisions. Trust yourself (when you have the right experience).

Preparedness. This gives you the edge to rise above the pack.

Adaptability. The ability to embrace change.

Simplicity. Keep things uncomplicated and easy to understand.

Final Thoughts

Fairness. Treat people the way you want to be treated.

Communication. Be determined to tell the world and your team what is going on.

Teamwork. Work together, protect your team, ride out the storm and enjoy the calm.

Passion and Purpose. The fundamentals of life.

In Conclusion....

- Managing up builds strong, respectful relationships and open communication.
- Understand your supervisor's priorities and adapt your approach.
- Use tools and processes that foster clarity, trust, and collaboration.
- Great teams are built by people who are flexible, dedicated, and committed to improvement.
- Your contributions make a difference for students, staff, and your community.

In Conclusion....

- Review Padlet - The experts have contributed!
- Looking for a supportive network of colleagues who understand the unique challenges of working with superintendents and school boards? COSA—the Colorado Organization of Superintendent Assistants is here to support each and everyone of you! Enjoy professional development, shared best practices, and a statewide community dedicated to your growth and success.



Thank You

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