

Debugging the most critical relationship in your work life

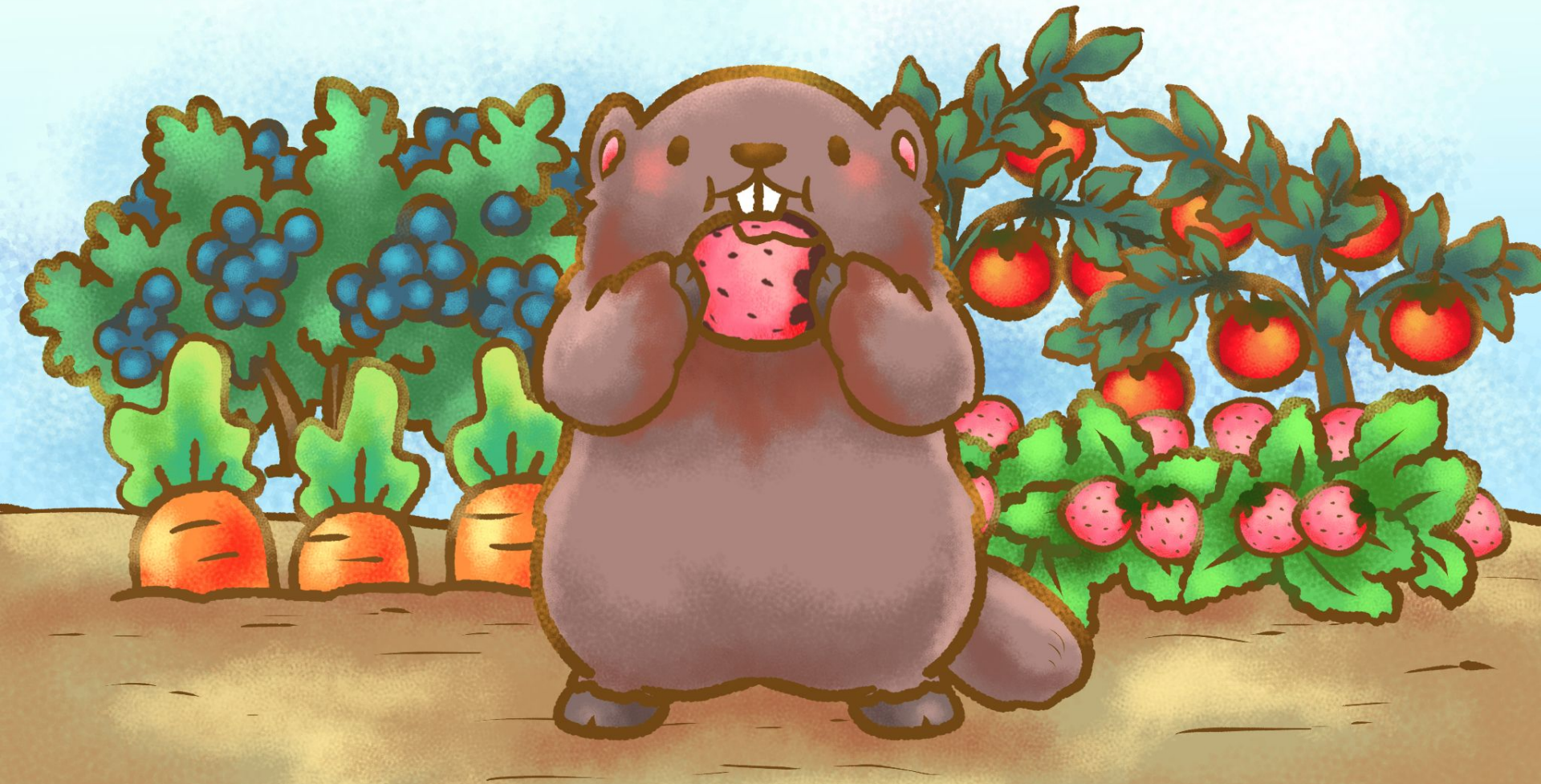
How to work better with an imperfect boss

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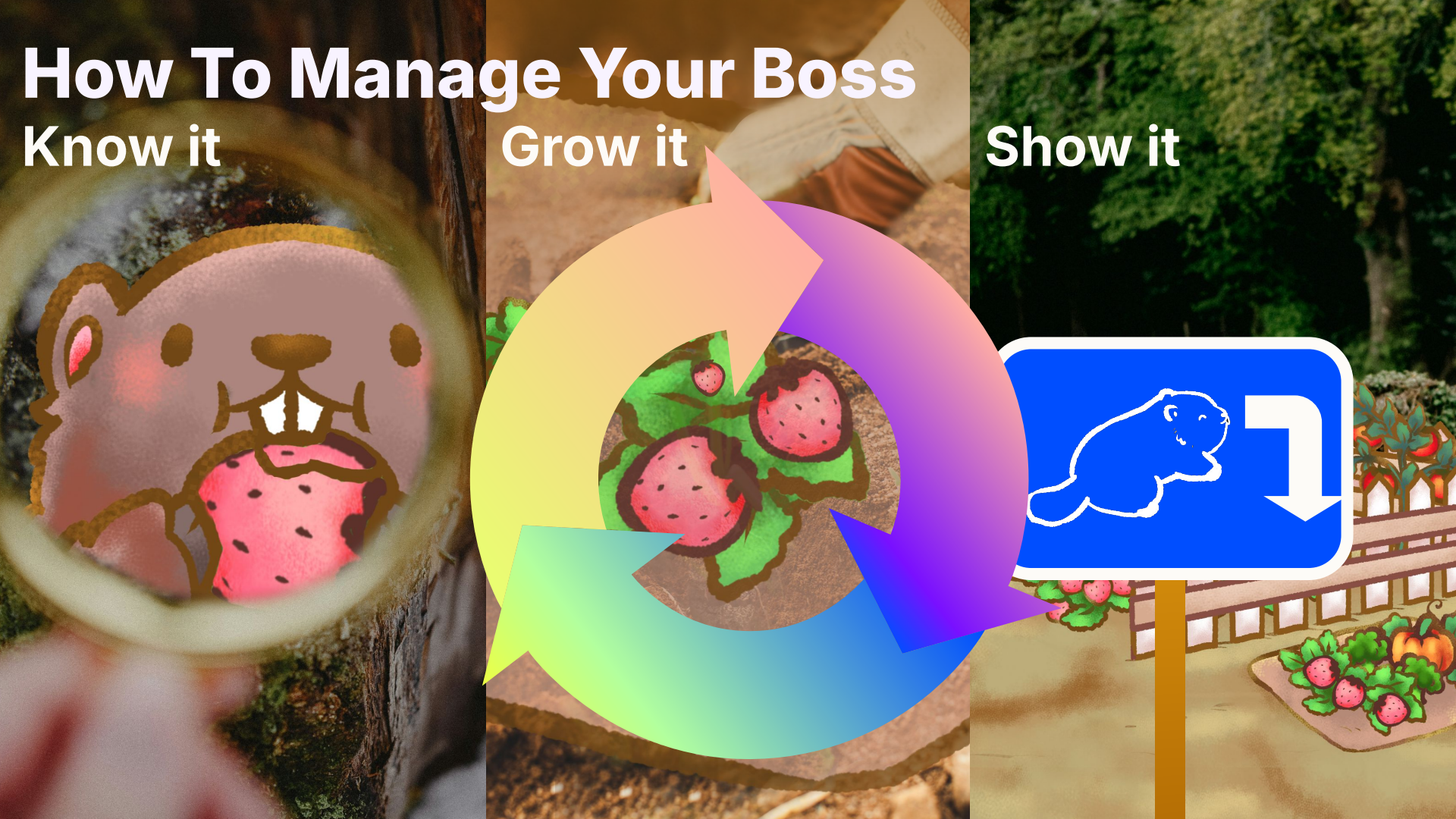


How To Manage Your Boss

Know it

Grow it

Show it

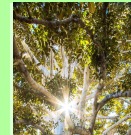


Signs that you need to manage your boss more

1. You have a boss
2. You have problems with your boss
3. A lot is changing
4. You're here now



Low-hanging fruit



Taking root

**Many managers
never learned to manage, and
never learned to manage themselves.**

Successful boss <> you relationship: You can work (it out) together

- **Deliver results (what), done well (how)**
- Aligned, autonomous, accountable
- Work at appropriate levels
- Motivating

More: Leader-Member Exchange (LMX) Theory



Low-hanging fruit: Ask them

What do they wish they'd known sooner?
How can you support them better?



Taking root

Repeat quarterly

Boss <> you: It's complicated



Boss <> you: It's complicated

BOSS

Personalities, experiences:

Points of view, opinions, goals, working styles, communication preferences + styles, role + level, shared experiences

Job/role mandate & function, thoughts, feelings, body language, communication skills, proficiency in shared language, ability to express needs & expectations

Incentives, relationship to risk & uncertainty, attitudes, health, wellbeing, stressors, triggers, personal relationships

Work & life experiences, personality, values, biases, upbringing, cultural + social + educational background, relationship to authority + power, class

YOU

Company Context:

Industry, market, competition, goals, stage, shape; organisational shape, financial situation

Broader context:

Global + local economic situation, social + political environment & climate, supply chains, labor market

**We can't
fix your boss today
:(**

I accept referrals at ldx3@lenareinhard.com

How To Manage Your Boss

Step 1: Know

Yourself

Your boss

The work



Managing Up Facts
#3



Know yourself, so you can manage yourself

- You: Values, needs, tendencies
- Work & bosses: Culture, experiences
- Current boss: View, (potential) friction points



Low-hanging fruit

What's your default reaction to criticism? (Be honest.)

What past experiences with bosses may impact you today?

What do you wish your boss finally understood?

What different explanations could there be for \$mysterious_behaviour?



Taking root

Repeat 1x/year

Know your boss & what to expect of them

- **They:** Values, communication + collaboration preferences
- **They <> you:**
 - Performance → Money
 - Meaning, clarity, challenges, personalised
- **Current context:** Problems, stakeholder questions

More: Transactional & Transformational Leadership Theory



Low-hanging fruit

What do they wish they'd known sooner?

Ask / role description / performance review questions / job postings

What problems are most on their mind?

What questions do they get from our stakeholders?



Taking root

Repeat quarterly+,
context weekly-ish

A good boss for ***you***

= / ≠

A good boss for ***the business***

The work: What's expected of you?

**Many people are bad at
expressing expectations**

The work: What's expected of you?

- Your role
- Your function
- Goals
- Feedback



Low-hanging fruit
What are you *really* here for?



Taking root
Repeat quarterly+

How To Manage Your Boss

Step 1: Know

Yourself

Your boss

The work



How To Manage Your Boss

Step 2: Grow

The work
With support



Own your work

- Deliver reliably, fast, good-quality work, in time, without having to be monitored



Great leaders aren't great because
they get ***everything*** done,
but because
they ***choose*** what they ***do not*** do.

Own your work

- Deliver reliably, fast, good-quality work, in time, without having to be monitored
- Doing good work involves **saying no**



Low-hanging fruit

Keep a running list of what you're saying no to

Get support to grow

- Get intel through your skip-level meetings
- Work with your peers (*"first team"*)



Low-hanging fruit: Message your peers

"I saw this super good talk at LDX3 about how to manage up. Speaker: 'Important to work together as peers!' Let's try for 3 months? [link talk]."



Taking root

Repeat monthly+

How To Manage Your Boss

Step 2: Grow

The work
With support



**Good work
does not
“speak for
itself”**

How To Manage Your Boss

Step 3: Show it

The work

→ Know it



Managing Up Facts

#8



**Reporting:
If your boss doesn't "get it",
chances are
you may need to tell them**

And yes, this is not *not* also about posterior protection.

Show the work

- **Goals:** Progress, next steps, risks
- **People**
- **You**
 - 2-3 next priorities
 - Needs
 - Feedback follow-up
- **Instincts**



Low-hanging fruit

Do this weekly in writing

Bonus: Ask your reports to do this for you

Ground it

Talk about impact ("X led to y")

Connect to what they care about (values, problems)

~~Don't bring problems, bring solutions~~

Bring problems & options ("Z problem, options 1, 2 to handle it; I'd do 2 because, what do you think?")



Taking root
Weekly!

From *show it* to *know it*

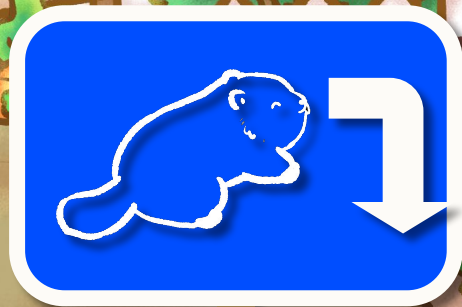
- Ask for feedback
- Take feedback with curiosity, follow up
- Own to understand

"Advice/feedback for me (about \$specific)?"

"Thank you for the feedback, I'll think about it."

"Tell me more about that."

"To recap what I heard,... ."

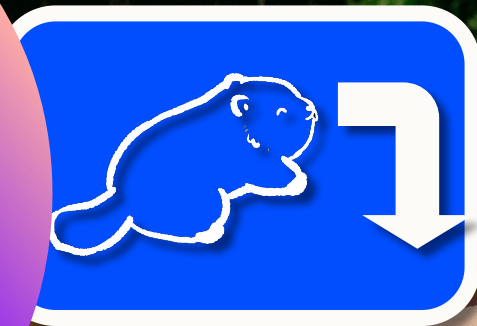


How To Manage Your Boss

Know it

Grow it

Show it



bit.ly/managing-up-guide



**"Your business
needs to run
smoothly
even when your
boss is present."**

(Lena's Dad, manager for 45 years)