



Received: 06-02-2023
Accepted: 16-03-2023

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

Business Ethics: Accountability and Managing One's Boss for Effective Performance in a Working Place

¹Faith Lajul, ²Dr. Etiki John Firstday, ³Dr. Mgbe Emeka Kevin, ⁴Dr. Mgbe Chinenye Glory

¹Texila American University, Georgetown, Guyana

²National Open University of Nigeria, Lagos, Nigeria

³University of Nigeria Teaching Hospital, Enugu, Nigeria

⁴Enugu State University Teaching Hospital, Enugu, Nigeria

Corresponding Author: **Dr. Mgbe Chinenye Glory**

Abstract

The relationship with one's boss is probably the most important relationship to have at work. Boss management can stimulate better performance; improve one's working life, job satisfaction, and workload. It is commonly said that *'give your boss a hand and reap the rewards.'* This study seeks to investigate how to account and manage the boss effectively in the workplace using systematic reviews and meta-analysis of available or existing data. This study looks broadly at the boss-subordinate relationship. Managing

one's boss" enables groundwork for very crucial working relationships in one's career. Managing up is no easy task. It requires patience, emotional maturity, and the courage to take action, but its rewards are worth the effort. If one effectively communicates with their boss, supervisor, or manager, then they'll know how they are being judged or evaluated and how well they are performing as well as areas of career development and improvement and in turn will be assisted by the boss or supervisor to attain those goals.

Keywords: Accountability, Employee Performance, performance, Management, Boss-subordinate, Boss, Supervisor or Manager

1. Introduction

1.1 Background of the study

The ability to manage up is a useful skill that gives advantage to anyone. Despite other nuances and popular believes, dealing with one's boss is not vilifying their shortcomings but supporting and finding the best way to do that in addition to being responsible and achieving one's roles and responsibilities while preserving professionalism. Furthermore, it's also fostering mutual trust, respect, and open communication. In addition, it lets in your boss to control you higher since they recognize your wishes and communication style. Gabarro JJ and Kotter JP (1993) ^[1]

The truth is that few people in management positions have the natural ability to be effective supervisors. Gallup studies states that most effective managers or supervisors approximately one in 10 human beings own the skills to control. Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace. He shared that person participants are normally promoted to supervisory positions because of the achievements they had during their non-managerial role.

A career builder study found out that 58% of managers didn't acquire any supervisory training or 'control' schooling earlier until they got promoted. As such, a supervisor's direct reviews ought to parent out the pleasant manner to paintings collectively which leads them dealing with up. Lynn M (2021) ^[2]

Successful leaders and managers; lead, manage and control in three aspects simultaneously; that is, downwards—their subordinates, upwards—their bosses, and horizontally—their friends. To grow to be a successful leader, the competencies of dealing with self and dealing with a team are to be complemented with the aid of using competencies of dealing with bosses and friends, a disregarded thing of leadership.

Managing bosses and friends is called dealing with up (bosses) and across (friends) in literature. One often has a boss or bosses at each degree of one's work from entry until the top. At the pinnacle degree, a boss can be a bureaucrat or a minister or a chair of the governing board. It is important for employees to know this as they would wish to address their expectations, goals and demands through the right structure channel/avenue. Therefore, managing up is the system of consciously operating together along with your boss to reap the pleasant feasible effects for you, your boss, and your organization. According to Meagher D

(2001) [4], this isn't political maneuvering, kissing up, averting work, rebelling, or attempting to show the tables on a better degree official, rather, it's more of a planned attempt to convey expertise and cooperation to a courting among folks that frequently have exclusive perspectives. It is knowing your boss's role and necessities and making your self-referred to as a stellar worker by exceeding their expectations and needs.

Failure to manage the boss frequently results in misunderstandings, wastage of time and efforts, lack of ability to transform one's thoughts into action, loss of promotion, and decreased effect inside and outside the organization.

One frequently hears from employees that some bosses maybe "difficult." However, fulfillment and reputation of what we do professionally frequently relies on our ability to manage our bosses. A rebellious conduct/attitude toward the boss neither facilitates growth or the development of an organization. This study intends to highlight better ways to manage one's boss successfully in the workplace. Gabarro JJ and Kotter JP (1993) [1]

1.2 Problem Statement

It is not uncommon to see the boss and subordinate working at cross purpose which adversely affects not only the work relationships but also outcomes for the project and the organization at large. Part of the reason this happens is because of lack of clarity on common goals and objectives due to inadequate communication between them, resulting in misunderstanding of expectations and roles. When each does not know or comprehend the other's strengths and weakness, they cannot support each other to optimize their strengths and cover up the weaknesses.

Conflict and disagreement is inevitable when you work in a team. People have different viewpoints, and openness to accept different viewpoints adds value to the teamwork. Whenever there is a sense of disagreement, one can choose to ignore it, complain about it, blame someone for it, or try to deal with it through hints and suggestions. It is better to be direct, clarify what is going on, and attempt to reach a resolution through techniques like negotiation or compromise. If this situation is not handled properly by the supervisor and supervisee, constructively, the differences may escalate leading to a larger conflict. However, the supervisee needs to remember that the task in question has to be carried out whole-heartedly as assigned by supervisor as the supervisor's perspective is often more holistic and strategic. Understanding and appreciating the various viewpoints involved in conflict are key factors in its prevention and resolution.

Failure to manage the boss often results in misunderstandings, wastage of time and efforts, inability to convert one's ideas into action, lack of promotion, and reduced influence within and outside the organization.

Achievement and recognition of what we do professionally often depends on the ability to manage our boss (es).

According to the International Journal of Management (IJEMS) vol 3, (2018) [7], a rebellious behavior with the boss neither helps in one's growth or the progress of the organization.

1.3 Research Objectives

1.4 Broad Objective

This paper seeks to investigate the dimensions of

effectiveness of 'boss-subordinate relationship', to propose a model that logically relates the boss-subordinate relationship with the employees' productivity having the appropriate place of 'work-life balance'.

1.5 Specific Objective

- To determine how to account and manage one's boss effectively in the workplace.

1.6 Research Questions

To achieve the above stated objective of the study, the following research question will be addressed:

- What can you do to manage the boss effectively in the workplace?

1.7 Significance of the study

This study provides a baseline reference source for many researchers and the needed information that would assist in the accountability and management of the boss in the workplace.

1.8 Research Null Hypotheses

The study hypothesizes that:

1. There will not be a significant relationship between accountability and managing one's boss effectively.

Research Alternative Hypotheses

The study hypothesizes that:

1. There will be a significant relationship between accountability and managing one's boss effectively.

2. Review of Literature

2.1 Conceptual Framework

The purpose of the study is to further our understanding of accountability and management of one's boss in the workplace for effective performance.

2.2 Definition of Terms

- **Accountability:** It can be defined as the act of being answerable for accomplishing a goal or assignment. ``The quality or state of being accountable; an obligation or willingness to accept responsibility for ones' actions``
- **Employee performance:** This is a situation whereby an employee executes his job well.
- **Performance:** It is associated with the quantity of output, quality of output, timeliness of output, presence (attendance on the job), and efficiency of the work completed, and effective work accomplished.
- **Performance Management:** This is a process of creating a work environment or setting in which workers can perform to the best of their abilities.
- **Management and supervision:** Are the key element to forecast, plan, execute, coordination and control over operations.
- **Boss, supervisor, or manager** is a person who oversees a worker, group, or organization.

Accountability

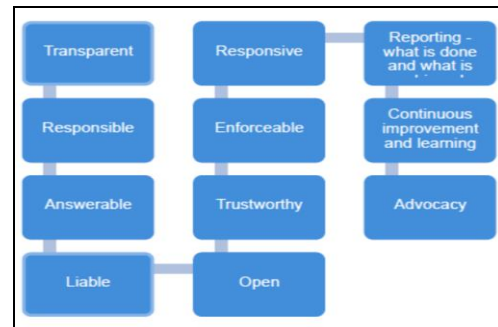
Everyone talks about accountability, shareholders demand it, leaders want it, employees are often afraid of it and stakeholders insist on it. The Merriam Webster dictionary defines accountability as '*subject of having to report, explain or justify; answerable, responsible, or liable to an*

act'. Accountability can also be defined as the quality or state of being accountable that is an obligation or willingness to accept responsibility or to account for one's actions. It is the guiding principle that defines how employees make commitments to one another, how they measure and report their wrong and how much ownership they take to things done. The International Journal of Management (IJEMS) vol 3, 9 2018) [7], defines accountability as 'a social relationship in which an actor feels an obligation to explain and to justify his or her conducts to some significant other'. Accountability can also be defined differently based upon social, political, cultural, and institutional conditions. Kumar, Adhish & Deon (2014) [8]. To explain and to justify their conduct, public organizations release information about their actions to the public. Thus, accountability is often seen as 'transparency' of information.

In addition to definitions of the concept, a variety of accountability frameworks for understanding accountability and its relationships has been developed. Kumar, Adhish & Deon (2014) [8]. From the International Journal of Management (IJEMS) vol 3, 9 2018) [7], the majority talk about a conflicting nature of accountability to which managers have to respond. However, the important implication is not solving the tension inherent in the need to address conflicting expectations but rather managing to "fulfill the public's expectations" Kumar, Adhish & Chauhan (2014) [10], which provides a more "realistic picture" of today's organizations and their environments. Kumar, Deshmukh & Adhish (2014) [10]. Romzek and Dubnick's 1987 model is useful as a framework for understanding and measuring accountability reflecting this implication. They give a comprehensive meaning of accountability mentioned by the scholars defining the concept. There are five dimensions of accountability in the Romzek and Dubnick's 1987 idea of managing expectations and environment. The first two kinds of accountability (transparency and liability) can be thought of as foundations that underpin accountability in all its manifestations. There is greater tension between the three substantive conceptions of accountability—controllability, responsibility, and responsiveness. Zuber & James (2014) [12].

Accountability involves preventing something from going wrong and making sure that organizational objectives and goals are attained efficiently and effectively. Most people, at all levels of an organization, engage in these ineffective behaviors in their daily work. The price that is paid by both employees and organizations for lack of accountability can be significant. In a complex and challenging business environment, no organization can afford to pay the price for lack of accountability. Accountability is one of the factors that can increase employees' performance in a business company. When employees tend to perceive accountability positively, it will make them to be more responsible or

answerable or accountable in their act which increases their performance.



Source: <https://www.gov.scot/publications/improving-access-accountability-public-services-baseline-review-analysis-final-report-scottish-government/pages/5/>

Fig 1: Among other things relates to the aspects in the figure below as summarized above

Employee performance

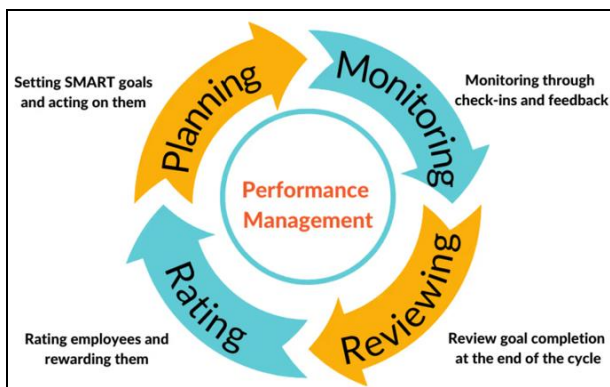
Performance is generally defined as "the achievements of public programs and organizations in terms of the outputs and outcomes that they produce" Beverly (2020) [13]. In this study, performance is defined as whether resources have been used in the intended way in order to achieve efficiency, effectiveness, and fairness. Harvard Business Review (2014) associates 'Performance' with quantity of output, quality of output, timeliness of output, presence (attendance on the job), efficiency of the work completed, and effectiveness of work accomplished'. Performance can also be defined as the standard to which someone does something such as a job or examination. Campbell *et al.*, (1993) Employee performance is about the timely, effective, and efficient completion of agreed tasks by the employee(s), as set out by the employer or supervisor (boss). An organization will invest in specific human resources to meet up its objectives, Weinberg (1998) [15]. An employee requires continuous assessment, evaluation, and capacity building within the work context, and this requires a working relationship with the supervisor to sustain performance at the expected level or surpass organizational expectations. An employee, a human resource is not an inanimate object. Human beings have feelings, emotions, opinions, and threats that are unique to each other and every individual. Gilbert (1995) says employee performance is measured in terms of productivity, job satisfaction, turnover, and accountability. If workers do not understand what is demanded from them, they will take less responsibility and account poorly which leads to a reduction in performance. Performance management plays a very vital role in the success of any business. Bosses, supervisors and managers must understand the various strategies they need to make this happen and also work on their relationship with co-workers/subordinates.



Source: Tardi (2022)

Fig 2: Performance Management and how it works

Employee performance is a rating system used in most corporations to determine the abilities and output of an employee. Employee performance can also be defined as a situation whereby an employee executes their job well. Many organizations and bosses as well as supervisors assess employee performance monthly, quarterly, and annually in order to define areas that need improvement. Clear communication, good work relationship is critical for performance and organizational success.



Source: <https://engagedly.com/the-4-stages-of-a-performance-management-cycle/>

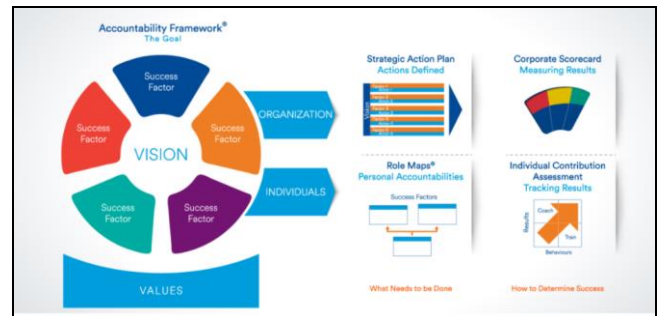
Fig 3: Performance management entails; planning, monitoring, developing & reviewing, and rating & rewarding employees as below

Theory of Accountability and Performance: Both words deal with actions and choices. Responsibility is about assigning causality to a person, group, or thing. It is a way of saying that someone is the cause of an action or creator of it. Whereas accountability is about what sequence of actions and choices caused a person to act in a way. Responsibility locates causality for choices and accountability is the ability to report accurately and neutrally on a sequence of sources. From the differentiation given above and below, it is possible for someone to be accountable and not responsible and responsible and not accountable for their actions and choices. However, to an extent, a worker, if you are responsible for your job, you must be accountable. A good working relationship with coworkers, supervisors and bosses facilitates accountability and performance in organizations.



Source: City of St. John

Fig 4: High level Accountability and Performance Framework as explained above entailing reporting



Source: Optimus SBR (2021)

Fig 5: Detailed accountability, performance model

Role of 'bosses' (supervisors & managers)

Supervisors and managers arrange and regulate the work by other individuals with the goal that authoritative objectives can be refined, met, or achieved. Non managerial employee work specifically on a particular job or assignment and have nobody answering to them, which differentiates managers from their employees, yet the main purpose of the manager is to make sure that tasks and given activities are completed in the best way and as efficient as possible. In general organizations have a purpose and a conscientious structure and a considerable number of current organizations are organized to be more open, adaptable, and receptive to changes. Managers are therefore critical to the firms, companies, or organizations for three reasons. To begin with, organizations require their managerial aptitudes and abilities in unclear, complex, and disordered circumstances. Secondly, managers are needed to achieve organizational objectives and complete given tasks as well as affect employee's efficiency and reliability.

Supervisors and managers therefore should have the ability to perceive and use the qualities of individual workers to properly pick up on their strength and weaknesses and utilize those special qualities in a way that is helpful to the organization.

Fried, Piot, Frank, Flahault & Parker (2014)^[18] noted that no two workers are the same and people can be significantly more compelling when their skills are utilized advantageously.

Another tool for a good manager in people management is the ability to change management styles depending on their subordinates. The best managers perceive that employee do not react/respond in the same manner to managerial styles.

Managers therefore need to alter their management styles to amplify staff engagement and job satisfaction as well as increase efficiency. For instance, some workers respond better when working under pressure in harsh and critical environments, whereas others respond better to gentle, encouraging guidance. Fried, Piot, Frank, Flahault & Parker (2014)^[18]

Management Styles

There are several management styles, and the best is portrayed as a strategy of leadership that is utilized by supervisors. Yeager (2005)^[19]. Management is the technique of working with and through other people to successfully achieve the goals of an organization, through efficient use of available resources. Conway (2011)^[20]. There are various management styles such as the ‘visionary or imaginative style’. The visionary leader focuses on where a group is going regardless of how they get there as the focus is on the destination, not the road, allowing individuals to advance, explore and take risks. Cowart, Barber & Gilley (2020)^[21]. There is also the ‘coaching style’. In this, one-on-one style centers on creating people, showing them how to improve their performance and aligning their goals with organization goals.

Coaching style works best with employees who demonstrate activity and need more expert advancement. Das, Azmi & James (2020)^[22]. This style, however, backfires if it goes towards ‘micromanaging’ which causes low self-confidence and morale for the employee. Bennett-Emslie & McIntosh (1995)^[17]

The third style is known as an ‘Affiliative style’ which underlines the significance of collaboration and makes group harmony by strengthening people’s communication. It is specifically important when you must enhance the balance of the team, improve morale, and restore the broken trust and communications in the organization.

Another approach is a ‘democratic style.’ A democratic manager is a person who solves issues or makes changes with the aid of asking crew members for their feedback, recommendations, and ideas.

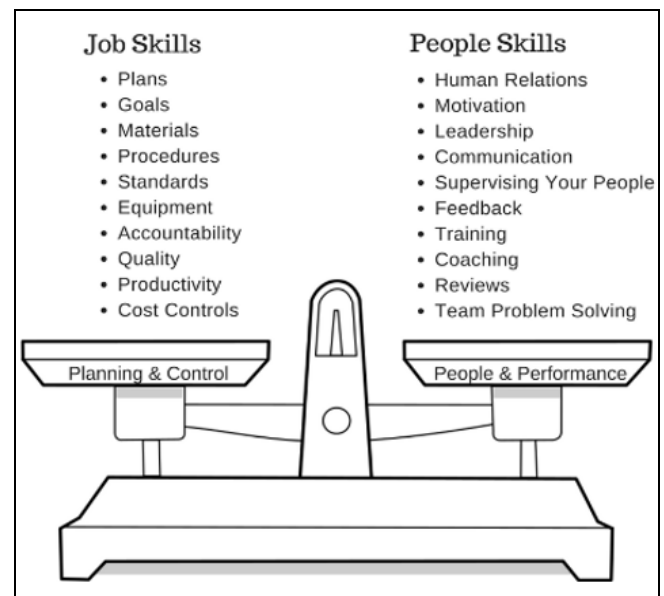
Kumar, Adhish & Chauhan (2014)^[10] argued that this leader can be uncomfortable with making all the decisions by themselves. This approach can be catastrophic during crises when quick and urgent decisions are needed, also it’s also time consuming in that the decision-making process takes longer than necessary. Kumar, Deshmukh & Adhish (2014)^[10]

The ‘pacesetting style’ is where the leader sets high standards of performance. He or she is obsessed with doing things better and faster and asks the same from everyone, this style destroys work environment, employees tend to feel overwhelmed by the boss’s need for excellence. Working guidelines might be clear for the manager, however, they do not clarify them properly and expects people to know what to do and how to think, it will lead to morale drop and failure feeling among people. Zuber & James (2014)^[12].

‘Autocratic style’ is the style where the manager tells the employees what to do. Consequences awaits them if they fail to fall in line. Employees are inspired generally via fear of discipline. The company has precise, clear regulations that employees should comply with. The higher management has no interest in hearing feedbacks from the employees. Harvard Business Review (2021)^[14]. All things

considered, in emergency circumstances, when urgent action is required, it can be a successful approach. Weinberg (1998)^[15].

Finally, there is the ‘laissez-faire style’ that is the inverse of autocratic, workers are permitted to settle most of the decisions, with management giving direction when required, the manager for this situation is viewed as an adviser instead of a leader. This style of management is mainstream in new businesses and technology organizations, where the risk taking is supported. Weinberg (1998)^[15]. It works well when a group of experts are working together, and they have the skills needed to achieve success and desired goals. Cross & Thomas (2011)^[16] note that what differentiates the above managerial styles aren’t the individual attributes of the leader, but rather the nature and requirements of the individuals who are being driven.



Source: Optimus Performance (2017)

Fig 6: Responsibilities of a Boss, Manager or Supervisor

The Importance of management/supervision

Management is about unifying the group works and performance and directing them towards the organization’s goal and objectives. It is the key element to forecast, plan, execute, coordinate, provide oversight and control operations. Yeager (2005)^[19].

Proper management brings several benefits for the firm, first it helps in achieving an organization’s goals through production arrangements and directing everyone’s focus on achieving the desired goals and targets. Secondly, it helps in utilizing the resources in the best way possible which includes both human resources and products, taking the best out of people and minimizing the waste. Another benefit is reducing and controlling cost using proper planning to minimize inputs and maximize the outputs.

Among other things, management and supervision also gives sound organization by which the responsibility and accountability is clear, and everyone knows what they must do, appointing the right person to the right place. Management helps organizations to adapt the changes in the market and clarifies needs for continues growth and survival of the firm.



Source: Petrone (2018)

Fig 7: According to employees, the most frustrating things a boss can do entail the below. (*Chapter 4 provides some suggestions on how to manage the boss and work around these shortfalls*)

3. Research design and Methodology

Effective managers, bosses and supervisors take time and effort to manage not only relationships with their subordinates but also those with their bosses. Systematic review or Meta-analysis was used in this research which involved retrospective cohort studies using existing data. This gives an overview of various studies done in the past till date on accountability and managing your boss, an added advantage as numerous policies were analyzed or ways to improve on them in current times for best outcome. Materials are non-restrictive, they cut across all employed personnel or gender, no start or end dates, and citations are from developed regions of the globe and current.

3.1 Research design and Scope

The sizable role a boss plays in employee satisfaction and organizational performance provides an intriguing contrast with the simple measures needed to improve it. A systematic review of available evidence has yielded several recommendations or guidelines. One of these is the use of operational research to bring about new effective ways to be a problem solver, not a problem creator.

3.2 Population of Interest.

The research was strongly applicable to any region. These may include Congo, Nigeria, China, India, New Ham in the United Kingdom where such similar research work was been carried out.

3.3 Variable

Demographic variables such as gender, age and ethnic area.

3.4 Measures

Available data from the existing data viewed publications.

3.5 Instrument for Data collection

Data collection was based on current and best practice available using existing data via systematic review.

3.6 Reliable and Validity of Instrument

Peer review publications via systematic review and meta-analysis. These were existing journals relevant to the research.

3.7 Method of data analysis

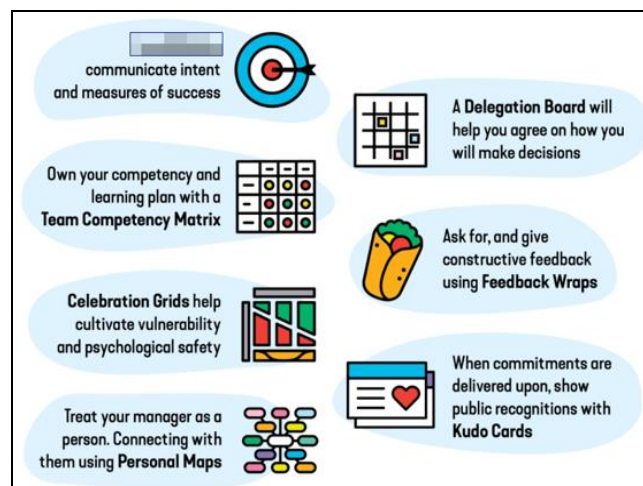
Collection and analysis of available data through systematic review and meta-analysis.

3.8 Time frame

The research started 10th September 2022 until 16th October 2022.

4. Findings and Discussion

Research Question: What can you do to manage the supervisor, boss, or manager effectively in the workplace?



Source: <https://management30.com/blog/managing-up/>

Fig 8: Managing up. *Some tips and tools to cultivate trust-based relationship with the boss or manager*

1. Understanding the boss:

Know the boss (supervisor/manager):

The first step in dealing with the boss is to “know him or her.” One needs to observe the boss's way of working, behavior, and communication and understand what is expected of oneself and what one would expect if one were in the boss's position. The following points summarize the approach to manage the boss for a win-win situation for self, the boss, and the organization.

Know their priorities: It is critical to meeting boss's needs. Priorities change and it is important to talk to the boss regularly. The boss will be glad that you are interested in his/her priorities and might ask for your support in achieving these.

Know their strengths/weaknesses to build on: If you are aware of the strengths and weaknesses of the boss, you can tap into the strengths for your benefit and parallel work toward benefitting the boss by supporting the weaknesses.

Know your boss's reputation: In your organization and sector: If the boss manages up well, he/she is well-regarded. You can build this reputation to achieve team objectives.

Solicit clear expectations and priorities: The worst mistake one can make is to assume to know what the boss expects. In as much as some do, other bosses do not spell out their expectations, and the burden of discovery falls on

those below them. One should not wait for the supervisor or boss to provide all information. Instead, there is need to initiate a series of informal and formal discussions on “planned objectives,” helping one’s boss to clarify and communicate their ideas – and making sure the employee also communicates one’s own ideas as well. Cowart, Gilley & Barber (2020) ^[21]. This finding and discussion is being linked to the directing and communicating role of a supervisor, a manager or boss. In as much as we expect them to be clear about goals and tasks, sometimes this is not the case and that is when an employee reaches out to clarify goals, expectations and priorities further.

Provide adequate information: Information is power and withholding information from a boss or supervisor seems like a way to feel some sense of power, however, ultimately this tactic works against one. A poorly informed boss/supervisor cannot advocate for an employee’s needs or make the best decisions for the organization. Subordinates must be willing to share what they know to keep the supervisor or boss informed at the level that fits their work style. Deogaonkar (2013) ^[23]. Managers, supervisors and bosses are not always all-knowing even if they have the responsibility of communicating clear vision, strategy or direction and thus need to be informed/given feedback in a timely manner.

Relay good and bad news: Some supervisors give both verbal and nonverbal clues that they only want to hear good news; they don’t want to hear about problems. These bosses can represent a particular challenge. Great organizations do not ignore their problems or try to sweep them under the rug. Instead, they face them head on with courage and innovation. For the good of the organization, employees need to communicate failures with successes and do so delicately and appropriately. In addition, one should be prepared to accept good and bad news whether it focuses on individual performance or the organization at large. In cases like this, the subordinate or employee needs to find the best approach, communication style and channel of communication relevant to the information that needs to be relayed; whether face to face, email, phone, tele-conference, text message or any other ones that are appropriate in a given time.

Effective communication with the boss: Know the boss's preferred way to receive information. Some prefer to read, and others hear. If the boss prefers reading, write an e mail or a formal letter as the situation demands. If the boss prefers to hear, then go prepared for a brief chat. In both the cases, if the boss is analytical, substantiate your arguments with evidence (facts and figures). Keep that in mind.

In “*The Effective Executive*”, Drucker suggests that some people are “listeners” and others are “readers”. Some prefer to talk to understand, others must first read before discussing. If your boss is a listener, brief her in person and then follow up with a memo. If she is a reader, cover important points of your proposal in a memo or report, then discuss them. How can you encourage your boss to be involved in doing more things that they are good at? Remember this isn’t something you’re trying to do to your boss. Rather you’re trying to do things and communicate ideas in a way that relates to their strengths.

Keep the boss briefed on your activities: Keep the boss always updated on the activities you are handling and major events in your work or your department/team so that there are no surprises. Request feedback on the activities you are involved in.

Complement flagging problems with solutions for problem solving: When problems arise, it is good to flag them. However, do the groundwork and suggest solutions to address the problems.

Look at issues from boss's point of view: Imagine yourself in the boss's shoes when you think about issues you want to flag with the boss.

Provide feedback: It is a difficult task. As one moves up, honest feedback becomes rare, hence it will help the boss, if you can provide honest feedback. It is important to avoid unsolicited feedback.

Remember that bullies get their power from those who are afraid: If your boss is a yeller, a criticizer, or a judge, stands firm. Ask questions, seek to understand, and work toward defusing a difficult situation. It takes practice but the results are worth it.

Help your boss manage his or her time. For most supervisors, time is a precious commodity. Effectively managing one’s boss will require employees to respect the supervisor’s time. Every request made of the boss uses up resources, so it’s better to ensure requests are necessary. Not every issue should be raised for the boss’s attention. Employees need to find creative ways and ideas of solving problems and acting autonomously within the given mandates and delegation of authority. Proactive employees make life easier for their boss, supervisor, or manager and the in turn, perhaps the boss will spend that free moment advocating for employee needs.

Give positive reinforcement: Everyone within an organization needs positive reinforcement. Employees need it; the supervisor/ boss needs it. In fact, some experts even suggest that the most important objective for employees is to appear supportive of their bosses. Employees can empathize with the boss, praise their achievements without appearing sycophantic and support in various ways including expressing appreciation whenever it can be honestly conveyed. This greatly enables the supervisor/boss to do their job better, which ultimately would be in favor of the subordinates.

An article from the happy manager also provides additional ways to manage one’s boss as below.

Don’t try to be a reformer or transformer

Employees need to accept that the boss is human just like anybody else with strengths and weaknesses. According to the happy manager article, “*it’s a far more productive approach to build on strengths, than trying to remedy limitations. If that’s good advice for managing your own staff, it’s equally good advice when trying to manage your boss.*”

So, ask yourself: “what can your boss do really well?” Where do her strengths lie? It is tempting to try changing

the way your boss works. Especially if you feel things aren't going well. However, it's difficult trying to change personal preferences, habits, styles, and agendas. Difficult and not necessarily time well spent. The important thing is coming to understand what makes your boss tick and developing an effective working relationship."

Another effective way to manage the boss is to "Build on strengths"

Supporting the boss is an effective way to manage them in doing what they themselves are good at. *"Discuss their strengths, offer your support in doing this, perhaps by taking on other roles yourself, especially those which utilize your strengths. Ensure your boss is familiar with the concept of strengths-based management. Point out the value of this approach, both up and down the management hierarchy."*

Focus Strengths on Things That Matter

In his book: *"The Effective Executive"*, Peter Drucker suggested consideration of the boss's strengths and what the boss or supervisor needs to get from an employee to perform. He recommends encouragement of activities which build on strengths and deliver the goals and objectives in view.

If your boss is particularly good with your clients but demands of work are restricting his or her time to do that, then make sure that you invite him or her out to meet important clients on a regular basis. Show appreciation of what she has done, and the value that his or her involvement brings. Ask your boss to do something, propose activities which you know build on their strengths. Your efforts to manage your boss should be guided by what works for your boss.

Building One's Relationship

How one goes about building relationship does of course depend on many factors including building trust, respect and understanding. The ease with which one can support bosses and supervisors will naturally vary. One's ability to influence their boss will depend on how well they've understood the four factors: goals, pressure, strength, weaknesses, and preferred style.

In another article, *"managing by friendship"* suggests a counter-culture approach to managing. It may be that many of us would not count our boss as our friends. Many people find their boss to be the least person they would want to spend time with! In this case one may prefer to manage their boss by spending as little time as possible with him or her and if the boss is difficult, there is need to find strategies to manage a "difficult boss."

Build Trust: A key element in managing a boss is building trust in the relationship by being trustworthy. Most bosses are dependable, hardworking, and well-meaning, but because of misunderstandings or mismatched priorities, they can be inappropriately labeled as problematic. To combat this, one needs to make every effort to maintain honesty and dependability by honoring commitments and deadlines. A positive example will impact not only the boss, but others around as well.

2. Understanding yourself:

Know yourself and what you are capable of accomplishing. According to the happy manager, firstly the boss will need employee's time and that is legitimate. What

isn't legitimate is an over loading or wasting of their time. There are still ways that you can influence the boss's time management. Subordinates therefore can look out for the following.

- Tell the boss when reaching saturation point to avoid work overload.
- Make the boss aware of the consequences if she or he tries to overload you: *"yes I could get that done by then, but that would delay this..."*
- Don't say yes to everything your boss asks you to do, negotiate!
- Ask your boss to prioritize when she or he gives you a list of tasks.
- When asked to do something: find out details and, if possible, say you'll get back to him or her, or take a look at it. Then:
 - Work out what the job or task involves.
 - Find out who else could be involved.
 - Go back with an answer *"here's what I can do"*.

Sell your issue: Secondly, bosses aren't mind readers. To get what you want in your organization, you have to ask for it and you have to sell your boss on the issue. This isn't manipulation but a legitimate set of techniques to make it easier for your boss to understand and accept your ideas. Don't expect your boss to understand your issue automatically. Learn how to present it, for example, by "bundling" (connecting your issue to another important issue for the organization) or by "framing" (placing it in a moral or business context that your boss can understand). You should also carefully select your language (e.g., speak numbers if your boss is a numbers person) and, where appropriate, involve other individuals in the selling effort. With some bosses, you'll be more successful selling your issue in private versus trying to convince them in a public setting. And of course, pay attention to your timing, making sure you present the issue when other more pressing issues are not consuming your boss's attention.

Focus on what you can change: Let's face it. There are a lot of terrible bosses out there, and it is unlikely that you will successfully change anyone. While you can't control your boss, you can control your attitude. And to a large extent, managing up is simply that: having the right attitude. Being angry, disgruntled, accusatory, or passive will only make things worse. When you realize that you do have the power and influence to make things better, you are on your way to creating a more effective organization, a more fulfilling career, and a better boss indeed.

Choose your words. Some employees are meticulous and critical in their work; however, in organizations this critical nature can be threatening. Learn not to pass judgment immediately as you learn about a new technology or a new way of practicing. Where you are right to pass judgment, do so with tact and good intentions. For example, if you disagree with a policy, thoughtfully explain your reasons, rather than saying simply "this is bad and should be axed."

Self-awareness: This helps you in identifying your strengths and weaknesses. This helps in dealing with peers and bosses and strengthening professional relationship with them. To further strengthen this, seek feedback from your peers/boss; take up self-learning courses and new assignments to

improve/acquire skills. Although no one enjoys being criticized, we should try to view criticisms as useful feedback and use it to improve personally and professionally. One needs to learn about habits or traits that one needs to change.

Take initiative: Search for opportunities to contribute to problem solving and innovation within the team/organization. Remember that paradigm shifts are often made by individuals who are not directly involved with the problem or necessarily having subject expertise. Volunteer to lead a project or participate on a task force particularly if it provides visibility in the organization. Never underestimate the power of relationships. Leading and taking initiatives in the field of public health is required to tackle new and old problems at the individual, community, national, and global levels.

Finally, Build a Bigger Network

Employees should not shy away from seeking help with managing their boss or supervisor. They need to try to develop a network of people who can be a positive influence for them. Depending on a single boss can be a career limiting experience. Whether you have a boss who is more authoritarian, or so weak that they don't have much influence within the organization, you need to take time to build a bigger network.

Find and get to know the people who really make the decisions in the organization. Find people who manage well. They are usually easy to find because everybody wants to work for them! Volunteer to help or work more closely with them on a project. Build your network both with managers at the same level to your boss, and with those higher up. Just ensure you look for those managers who create the right conditions for their people. And be sure to build this network with integrity and positive purpose. It's important not to jeopardize the hard work you've put in building a professional relationship with your own boss.

4. Conclusion

It is important to remember that when the boss is more effective, so are the staff/employees. The key lesson here is that work gets far easier for employees when they can manage their boss and the result may also be a more effective boss, supervisor, and manager.

Managing up is no easy task. It requires patience, emotional maturity, and the courage to take action, but its rewards are worth the effort. If one effectively communicates with their boss, supervisor, or manager, then they'll know how they are being judged or evaluated and how well they are performing as well as areas of career development and improvement and in turn will be assisted by the boss or supervisor to attain those goals.

5. Recommendations

Additional smart ways to effectively account and manage the boss entail; being a problem solver, not a problem creator, staying calm even when everything around is in a state of chaos, making the boss look good, setting up healthy boundaries and not blaming others but always holding oneself accountable.

In as much as a lot has been researched and detailed in this document, this capstone does not cover all aspects pertaining to managing one's boss, supervisor, or manager

to resolve every boss management issue since every situation is different and some suggestions will work, while others may not. The key issue is to realize the importance of understanding.

6. References

1. Gabarro JJ, Kotter JP. Managing Your Boss. Harvard Business Review, 1993, 150-157.
2. How to Manage Your Boss. Lynn M. Management Today. January, 2021, 66-69.
3. I Can Manage, Boss! Phillips KJ. Supervision. 1995; 56(1):17-18.
4. Managing Up. Meagher D. Australian Financial Review. May 8, 2000:39. Accessed online, May 12, 2001: www.boss.afr.com.au/strategy/20000503/A39743-2000May3.html
5. Managing Your Boss. Gabarro JJ, Kotter JP. Harvard Business Review. Boston: Harvard University Press, 1993, 150-157.
6. Militant Managers: How to Spot – How to Work With – How to Manage: Your Highly Aggressive Boss. Elbing C, Elbing A. Burr Ridge, Ill: Irwin Professional Publications, 1994.
7. International Journal of Engineering and Management Sciences (IJEMS). 2018; 3(3). Doi: 10.21791/IJEMS.2018.3.33. 405
8. Kumar S, Adhish VS, Deoki N. Introduction to strategic management and leadership for health professionals. Indian J Community Med. 2014; 39:13-6. [PMC free article] [PubMed] [Google Scholar]
9. Kumar S, Adhish VS, Deoki N. Making sense of theories of leadership for capacity building. Indian J Community Med. 2014; 39:82-86. [PMC free article] [PubMed] [Google Scholar]
10. Kumar S, Adhish VS, Chauhan A. Managing self for leadership. Indian J Community Med. 2014; 39:138-42. [PMC free article] [PubMed] [Google Scholar]
11. Kumar S, Deshmukh V, Adhish VS. Building and leading teams. Indian J Community Med. 2014; 39:208-13. [PMC free article] [PubMed] [Google Scholar]
12. Zuber T, James E. [Last accessed on 2014 Jul 30]. Available from: <http://idealistcareers.org/the-dos-and-donts-of-managing-up>; <http://www.w2wlink.com/Articles/Basic-Principles-Managing-artid136.aspx>.
13. Beverly D. [Published on 2020 Apr 29]; Flaxington: Understand Other People, The Basics on Managing Up. [Google Scholar] [Last accessed on 2014 Jul 30]. Available from: <http://www.stratfordmanagers.com/blog/1261/three-management-skills>.
14. HBR Guide to Managing Up and Across. Boston: HBR Press, 2021. Harvard Business Review Section 2. Managing Across. [Google Scholar]
15. Weinberg G. The Psychology of Computer Programming. 2 Silver anniversary ed. U.S: Dorset House Publishing Co Inc; [Last accessed on 1998 Apr 29]. [Google Scholar]
16. Cross R, Thomas R. Managing yourself: A smarter way to network, Harvard Business Review July August 2011. [Last accessed on 2014 Jul 30]. <https://hbr.org/2011/07/managing-yourself-a-smarter-way-to-network>.

17. Bennett-Emslie G, McIntosh J. Promoting collaboration in the primary care team: The role of the practice meeting. *J Interprof Care*. 1995; 9:251-256. [Google Scholar]
18. Fried LP, Piot P, Frenk JJ, Flahault A, Parker R. Global public health leadership for the twenty-first century: Towards improved health of all populations. *Glob Public Health*. 2014; 7:S5-15. [PubMed] [Google Scholar] [Last accessed on 2014 Jul 30]. Available from: <http://webarchive.nationalarchives.gov.uk/20100623194820/publications.everychildmatters.gov.uk/eorderingdownload/00807-2008bkt-en-march09.pdf>.
19. Yeager S. Interdisciplinary collaboration: The heart and soul of health care. *Crit Care Nurs Clin North Am*. 2005; 17:143-148. [PubMed] [Google Scholar]
20. Conway J. Effects of supervisor-employee relationship on job performance. *Applied Psychology OPUS*. 2011; 1(1):21-26.
21. Cowart T, Gilley A, Barber A, Gilley JW. Ethical Leaders: Trust, Work-Life Balance, and Treating Individuals as Unique Tammy. *Journal of Leadership, Accountability and Ethics*. 2020; 11(3):70-81.
22. Das SK, Azmi FT, James PS. Factors Influencing Employees' Perception of Human Resource Practice: A Fuzzy Interpretive Structural Modeling Approach. *Jindal Journal of Business Research*. 2020; 9(1):41-55. Doi: <https://doi.org/10.1177/2278682120908557>
23. Deogaonkar A. Emerging Technologies and Impact on Employee Relations. *International Journal of Scientific and Research Publications*. 2013; 3(9):1-2.
24. <https://engagedly.com/the-4-stages-of-a-performance-management-cycle/>
25. <https://www.investopedia.com/terms/p/performance-management.asp>
26. <https://www.linkedin.com/business/learning/blog/productivity-tips/the-single-biggest-complaint-employees-have-about-their-bosses>
27. <https://management30.com/blog/managing-up/>
28. https://www.optimussbr.com/our_services/accountability-framework-system/
29. <https://www.optimusperformance.ca/tag/responsibilities-of-a-manager-and-supervisor/>
30. <https://www.gov.scot/publications/improving-access-accountability-public-services-baseline-review-analysis-final-report-scottish-government/pages/5/>