



# Communicating with Your Manager

## SUPERVISORY TRAINING



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*Helping organizations create a stronger workforce, and coaching people to perform at their best!*

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In terms of technology, the communication process has never been easier or better. The world is linked electronically for instant access.

Yet communications—direct communications between people—are still a major problem facing team leaders and probably always will be.

***Communicating with Your Manager*** focuses on the upward communication important to productivity and performance.

Although important, this area is not one many people work to refine. Fortunately, you already have the skills to do so; they are the same ones used to communicate with team members. It's simply a matter of applying them to your manager.

To communicate effectively with your manager, you have to understand the manager's style and environment. Some prefer brief overviews, while others demand detail. Since you cannot change your manager, you have to adapt your own style to fit his or hers.

Regardless of your manager's style, you need to follow certain guidelines to communicate well. One key is to alert the manager of any problems or opportunities as soon as possible. Another is to take full responsibility to make sure that communication takes place.

In addition, you must remember today's work environment. Chances are your manager is busier than ever before and more in need of good advice and information. It's your job to help your manager make good decisions through your good communication skills.

Communication is still not enough. In fact, if you listen and do nothing, the situation may get even worse. Instead, you need to deal with the issue and solve the problem, if possible.

## Objectives

Managers and team leaders will learn to:

- Understand the importance of framing all communication with your manager in terms of his/her self-interest.
- Enter meetings with your manager armed with a well-thought out and clearly stated objective.
- Clearly link your objective with facts that support your plans and goals.
- Work with your manager to uncover any questions or reservations he/she may have concerning your message.
- Move conversations toward agreement with questions that focus on benefits to be gained when your objective is reached.
- Clearly and concisely restate the decision that results from communicating with your manager and insure that this decision is mutually understood.



**LEARNING**

*Take The Lead.*

*Continued on back*

## Who In Your Organization Will Benefit?

Team leaders and first-line managers in both office and industrial locations.

## Description

Most managers and team leaders realize the importance of upward communication, but few accept the responsibility for the quality and effectiveness of communicating with their own managers. Managers and team leaders will learn how to frame communication so that a desired result is achieved.

## Course Length and Format

*Communicating with Your Manager* is an interactive, 4-hour group workshop designed for 6 to 18 participants.

The workshop includes:

- Video presentations of case studies.
- Group discussions that open opportunities to exchange views, experiences, and ideas.
- Exercises to develop and transfer skills.
- Extensive practice and role-plays.
- Immediate feedback and critique of the team leader's use of the skills and techniques taught in the workshop.

## Course Materials

**Facilitator's Guide**—Contains complete instructions on how to facilitate the workshop. It includes explanatory text for the trainer, sample trainer narrative, transcripts of visual segments, and annotation notes.

**Participant Workbook**—Contains pre-workshop cognitive exercises, forms for workshop activities, skill practice aids, and a video synopsis. A section to help participants transfer skills back to the workplace includes a skill application plan, a troubleshooting guide, and a general review.

**Video component**—Contains an introductory segment and a traditional behavior scenario, followed by a behavior model.

**Overhead transparencies**—Provide critical skills analysis.

**Trainer audio cassette**—Contains a recording of the explanatory text and sample narrative for each module.

**Participant practice audio cassette**—Offers additional skill-building exercises for workshop participants. It can be used during the workshop session or for self-study later.

**Self-Assessment Profile**—Facilitates the transfer of learned skills to the workplace.

**Memory Jogger Card**—Provides a handy, succinct reminder of each module's skill points. This card is to be handed out at the end of each workshop, so participants can use it on the job as a reminder of the skill points they have learned.

## Course Content

A presentation on the objectives of the workshop, and why implementing these new skills will benefit the team member, the organization, and the team leader.

### Fundamental Skills of Managing and Communicating

An overview of the importance of effective interpersonal skills in managing and communicating with people, and how these skills support the step-by-step methodology.

A review of pre-workshop exercises designed to start the learning process before the participants arrive at the session.

### The Principles of Behavioral Modeling

- Traditional Models
- Positive Models
- Discussion
- Behavior Modeling
- Job-Specific Practice

### Communicating with Your Manager Workbook

Used to help transfer the step-by-step skills of the behavior modeling process, with job-specific case studies emphasizing on-the-job aids and resource material supplied within each workbook.