



**The World-Class
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Course**



EMOTIONAL INTELLIGENCE QUIZ

Statistical Analysis

N=47

Average = 128.1

High = 152

Low = 88



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EMOTIONAL INTELLIGENCE QUIZ

Statistical Analysis

130-160 Outstanding	11
110-129 A Strength to Build On	25
80-109 Average Ability	11
40-79 Subpar Ability	0
0-39 Work is Needed	0



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Dealing with a Boss who fails to Encourage Initiative

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DEALING WITH A BOSS WHO DOES NOT ENCOURAGE INITIATIVE

The ability to take initiative plays a very important part in your growth as an administrative professional. It should be encouraged by managers. To kill initiative is to kill growth itself.



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WHY DOES YOUR BOSS NOT ENCOURAGE INITIATIVE

If you feel that your boss does not encourage initiative on your part, try to determine why. First, ask yourself, am I inadvertently:

- *Overstepping your authority?*
- *Threatening your boss in any way?*
- *Approaching your boss in the wrong way?*



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WHY DOES YOUR BOSS NOT ENCOURAGE INITIATIVE

Some bosses want their assistants to operate within well-defined boundaries. They may feel threatened if, in their eyes, you are overstepping your “authorized” limits. They want to be, and also appear to be in total control of everything in their department.



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HOW TO ENSURE THAT YOUR BOSS WILL ACCEPT YOUR INITIATIVE

1. Get your boss's "blessings"

If your boss does not normally react with enthusiasm to initiative on your part, don't act independently or implement new ideas without running them by her first and getting her approval in principle.



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***HOW TO ENSURE THAT
YOUR BOSS WILL ACCEPT
YOUR INITIATIVE***

“Would you like me to summarize lengthy reports before I give them to you?”

“I would like to rearrange the filing system. This is what I have in mind. Would that be alright?”

“Is it okay if I draft routine responses to incoming mail before giving it to you?”

“Would you like me to screen your calls?”



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2. Make sure your initiative is non-threatening

Even the idea of your drafting responses or changing organizational systems may be threatening, if your boss thinks he/she will lose control over these functions. Try to avoid saying things like:

“Oh, I can reply to all of these letters—you don’t even have to see them. They are all routine anyway.”



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HOW TO ENSURE THAT YOUR BOSS WILL ACCEPT YOUR INITIATIVE

Rather, present your ideas in a way that will not scare him off:

“John, you get a lot of mail that requires routine responses. Seeing how overworked you are, would it help if I drafted some of these responses for you?”



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*3. Think the idea through
carefully before approaching
your boss*



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4. Use “We” rather than “I”

If your boss hesitates to allow you too much independence, diffuse his fear by using the word we rather than I

“If we streamline the filing system we could retrieve papers faster.”

“We will be able to go through the mail much faster if you didn’t have to spend time on routine queries.”



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5. “Routine” tasks versus “important” matters

***Underplay your initiative until your
manager is comfortable with the idea.***

***Emphasize the fact that you are
exercising your initiative in “routine”
matters only, and that doing so frees
up his time to handle the more
important and weighty matters.***



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6. Develop your boss's confidence and trust in you

If you can establish your trustworthiness with your boss so that she regards you as a team member and confidante, she will be more willing to give you a free hand at work. Remember that where there is trust in a partnership, defenses automatically drop.



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WHAT TO DO IF YOUR BOSS DOES NOT KEEP YOU "IN THE LOOP"

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WHAT TO DO IF YOUR BOSS DOES NOT KEEP YOU "IN THE LOOP"

A boss-assistant team works best when the assistant is kept up-to-date. In partnerships where discussion is open and free, information flows easily. But when your boss does not have the time or inclination to keep you informed, you must then devise your own ways of staying abreast.



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HOW TO KEEP UP-TO-DATE ABOUT WHAT'S GOING ON

- 1. Read the mail carefully**
- 2. Ask intelligent questions**
- 3. Use your knowledge about other areas to throw light on issues**
- 4. Create an atmosphere of free discussion with your boss**



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HOW TO KEEP UP-TO-DATE ABOUT WHAT'S GOING ON

Invite discussions with your boss by initiating conversation about ongoing matters. Be careful how you do this however; don't sound as though you are probing. What must come across is your awareness and intelligent interest in the matter.



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B&C Group Assignment

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**HOW TO DEAL WITH THE NEGATIVE REACTIONS
OF A COLLEAGUE WHO WANTED THE JOB TO
WHICH YOU WERE PROMOTED**

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HOW TO DEAL WITH THE NEGATIVE REACTIONS OF A COLLEAGUE WHO WANTED THE JOB TO WHICH YOU WERE PROMOTED

In a competitive environment winning is glorified and not everyone is able to cope easily with the disappointment of losing.



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HOW TO DEAL WITH THE NEGATIVE REACTIONS OF A COLLEAGUE WHO WANTED THE JOB TO WHICH YOU WERE PROMOTED

Where there is more than one candidate aspiring for a particular promotion, it is quite likely that the successful candidate will have to balance the joy of success, as well as to cope with a disappointed colleague's negative reactions



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HOW TO RECOGNIZE DISAPPOINTMENT

**Disappointment can express itself
in many ways, for example:**

- **Hostility toward the successful candidate**
- **An “I-don’t-give-a-damn” attitude**
- **Cynicism and sarcasm**
- **Withdrawal and an “I give-up” attitude**



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Factors to consider:

1. How does your colleague express her hostility?

- ***Cold and aloof?***
- ***Angry and rude to your face?***
- ***Bad-mouthing you behind
your back?***



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IF YOUR COLLEAGUE'S BEHAVIOR AFFECTS YOU ADVERSELY

If your colleague's behavior is making you uncomfortable, if he is rude or uncooperative, and if your work requires close interaction with him, you should address the issue. What you say to him should reflect:



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What you say to him should reflect:

- **Your concern for his well-being**
- **Your willingness to reach out and maintain professional harmony**
- **Your sympathy with the situation**
- **Your appreciation for his contribution to the unit's work**



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Remember:

Cooperation cannot be forced. Working under pressure or under compulsion gives rise to resentment, and unhappiness.

Cooperation – to do justice to its name, must be extended willingly or not at all.



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STATE WHAT YOU WANT CLEARLY

We are often guilty of poor communication. We often expect others to know exactly what we want without really saying it!

If you want your colleague to help by photocopying and assembling documents while you work on an important project, ask her directly and politely:

“Evelyn, could you please photocopy these documents for Ms. Brown while I run to the cashier before he closes his window?”



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D.E. Control Freak



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Control Freaks Behavior

- **Mixture of kindergarten teacher and drill sergeant**
- **Watch every step you take – micromanage**
- **Expect absolute obedience**
- **Arrogant and devalue others**
- **Limited empathy for others**
- **Vulnerable self-esteem**



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Control Freaks Understanding

- **They feel they can do things better than you or anyone else**
- **They feel their world is on the verge of going out of control**
- **They derive a sense of power and satisfaction from being able to control their environment**
- **They feel entitled to control others**



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Control Freaks Impact

- **Damages morale**
- **Damages creativity and innovation**
- **Fail to develop new people**
- **Damages retention**



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Control Freaks Coping & Influence

Don't push back



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Control Freaks Coping & Influence

Exercise an unusual degree of tact



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Control Freaks Coping & Influence

**Do not challenge
their authority**



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Control Freaks Coping & Influence

Avoid direct suggestions



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Control Freaks Coping & Influence

Document your work