

Choosing Your Next Boss

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The Job Satisfaction Triad



What we'll cover today

- Why is it important to “choose” your next boss?
- Characteristics of good (and bad) bosses
- What to look for in your boss
- What to do if your boss is less than 100% supportive

Your boss has a LOT of influence

- Next to yourself, no one has more influence on your career
 - Which assignments you get (or don't get)
 - What training you get (or don't get)
 - Performance review
 - Compensation
 - Promotion
 - Support for participation in professional activities



What makes a good boss?

- Gets to know you, your skills, and your career goals
- Treats performance review process with respect
 - Not just a paper exercise
- Makes assignments on a “gender-blind” basis
 - Does not make assumptions about your availability based on your roles outside work, your perceived physical stamina, your ability to travel, etc.
- Gives real-time feedback – including constructive criticism – with respect and balance
- Gives credit where credit is due

What makes a good boss (con'd)

- Recognizes good teamwork and extra efforts
- Gives you “face time” with upper management
- Assigns “stretch” assignments at appropriate times
- Encourages technical and professional development
- Encourages career progression
 - Doesn't selfishly hold you back when opportunities arise
- Teaches you about the corporate culture and how things get done

What might *not* make a good boss

- Wants to be “buddies” with the staff
- Has been sidelined in the organization for some reason
- Doesn't understand and/or navigate the corporate culture well
- Takes undue credit for staff accomplishments
- Treats you substantially differently than male staff, for any reason other than your competence

Some additional clues to look for

- Bosses (especially men) with daughters
- Bosses who can *really* listen
- Bosses whose skills you complement (rather than duplicate)



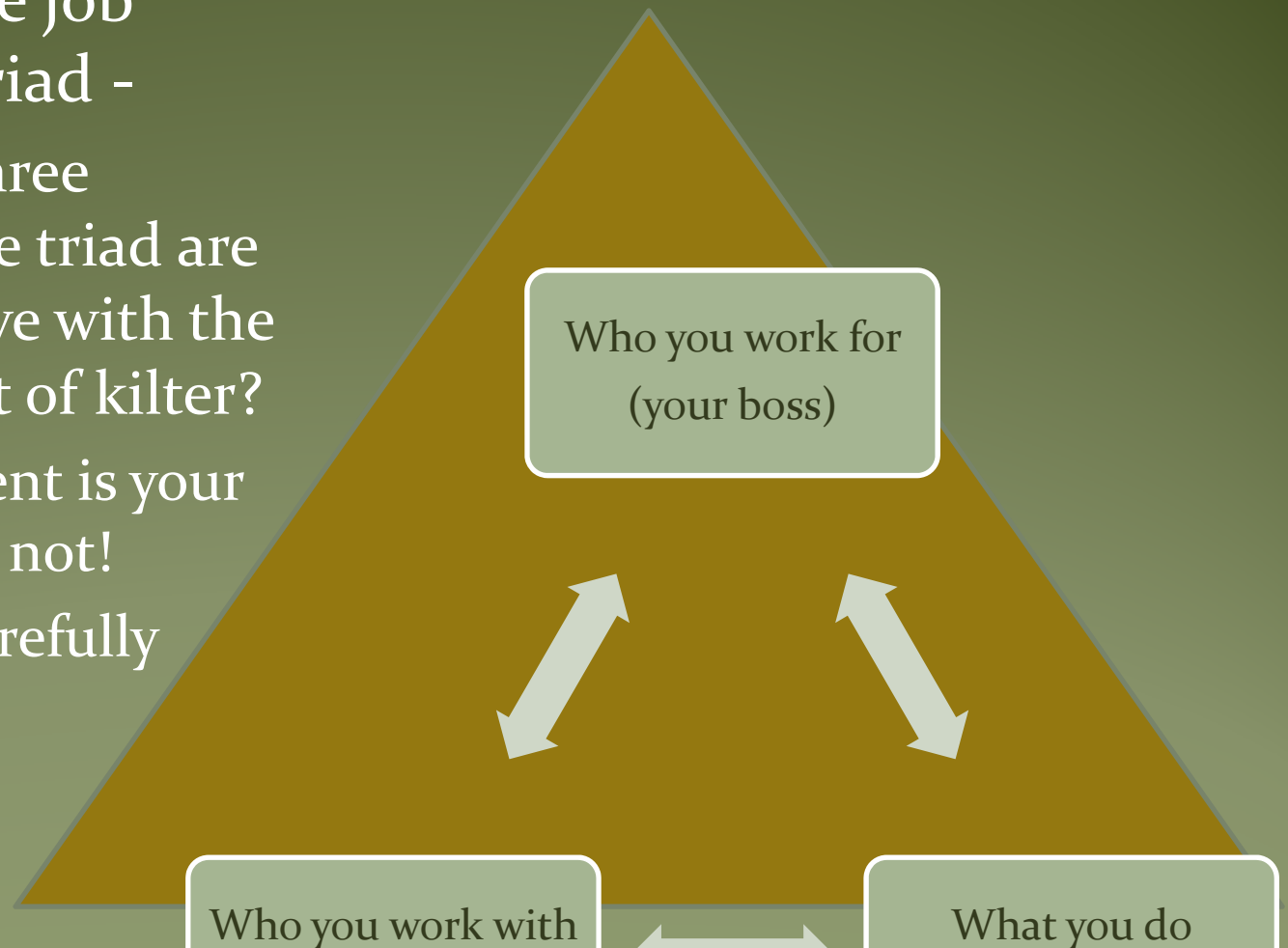
How do you figure this out before taking the job?

- Do your homework!
 - Use your network to ask questions of current staff, staff who have left the group, people who interact with the group.
 - Ask astute questions during the interview process
 - Ask about the performance review process
 - Ask how assignments are made in the group
 - Ask about training opportunities
 - How the boss handles these questions will say a lot



What if your boss is less than ideal?

- Go back to the job satisfaction triad -
- If two out of three elements of the triad are OK, can you live with the third being out of kilter?
 - If that element is your boss, maybe not!
 - Consider carefully



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Questions?