

Harvard ManageMentor — MANAGING UPWARD TOOLS

Worksheet for Understanding Your Manager

By answering the following questions, you will be better prepared to communicate effectively with your manager.

Question	Notes
1. What is my manager's communication style? Reader or listener?	
2. Is my manager a detail-oriented person who prefers facts and figures or a big-picture person who prefers just an overview?	
3. Does my manager prefer to delegate tasks and have minimal involvement in day-to-day progress or to have hands-on, day-to-day involvement in my projects?	
4. What are my manager's key strengths?	
5. What are my manager's primary weaknesses?	
6. What are the hot buttons or triggers that prompt quick reactions?	
7. What is my manager's overall mindset and view of the world? (e.g., <i>optimist or pessimist, team player or a loner?</i>)	
8. What are my manager's important goals and objectives?	

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