

European School of Administration.  
Management training programme: Managing Upwards

You will shortly be participating in the EUSA management training programme: ***Managing upwards***

This programme is one of a cluster of training programmes related to the theme "Managing myself". The objective of this cluster of programmes is to support managers of the EU institutions enhance their self-awareness, develop their leadership role and style and achieve a work-life balance.

The full training programme comprises:

- private study and reflection (see below)
- a one-day workshop
- individual advice and support (optional)

In order to take full advantage of the module, it is vital that the participants **come prepared with a concrete example of a situation where you will need to influence your boss. This could, for example, include obtaining more resources or getting agreement on a course of action.**

Before the course, please could you:

- read the accompanying document
- complete the attached questionnaire and bring it with you to the workshop

1. Name the areas in the cooperation with your superior that you currently consider satisfactory?

2. What makes the cooperation satisfactory in these areas?

3. Can you illustrate the tangible positive impacts that satisfactory relation has on you and on your team with any particular stories or situations?

4. In your eyes what do you consider your superior's 4-6 major constraints to be?

5. Where do you see yourself and your boss strongly complementing each other and where do you see room for improvements?

6. What would be THE most desirable change you want to work on in your working relation with your boss? Why and for which benefits?