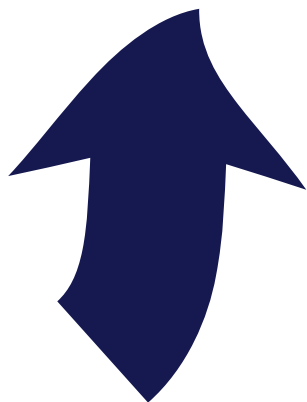


Leading Up: *How to Manage Your Boss* ... So Everyone Wins



*You don't have to like
or admire your boss,
nor do you have to hate him.
You do have to manage him,
however, so that he becomes
your resource for
achievement,
accomplishment,
and personal success.*

—Peter Drucker



*Be a person who
makes things happen,
starting with yourself.
Adopt the slogan,
"if it is to be, it needs to
begin with me."*

—Bob Nelson



*No one of us is as smart
as all of us.*



*We complain, we quit,
but we don't step forward
to help leaders
be the best bosses
they can be.*

—Michael Useem

In good times or bad, leadership is required at all levels in an organization, and leadership needs to come from below as well as from the top.

Leaders today must reach up as never before. The exercise of upward leadership is made easier by present day expectations that we learn not just from our supervisors, but from everyone. When learning and experience aren't allowed to move upward, a vital human resource is slipping through our fingers.

Upward leaders

1. Are self-starters who take charge, even when they haven't been given a charge.
2. Get results by helping their boss lead.
3. Make sure that good ideas don't die on the vine because a boss' understanding doesn't reach down deep enough into the organization.
4. Provide input from all levels of the organization to help their boss lead.

Leading up when a boss doesn't encourage it can be tremendously rewarding and extremely risky:

1. If it works, we triumph.
2. If handled poorly, it can be a career-shortening or career-ending move.

Leading up requires enormous fortitude and perseverance:

1. Sometimes we fear what the boss will say.
2. Sometimes we question our right to say it.
3. But we have an obligation to convey what our boss should hear.

In an era of downsizing, fear of firing keeps many upward leaders on the sidelines. Prodding the boss is risky when managers don't know if they will have a place to land if the boss reacts badly.

Leading up also requires:

1. Knowing who you are and what you stand for.
2. Developing a vision.
3. Appreciating that vision not just intellectually, but also personally resolving to make it a reality.
4. Helping your boss appreciate and act on your vision.
5. Realizing that leading up requires great energy and investment, which can sometimes take a personal toll, and that stress is one of the burdens that comes with the territory.

The articles this month at <http://www.melbabenson.com/articles.php> provide additional information on leading up and step-by-step instructions for figuring out your boss, building your boss' confidence in you, and presenting your ideas to your boss.

"Why Leading Up Is Necessary"

"Figuring Out Your Boss"

"Building Your Boss' Confidence in You"

"Presenting Your Ideas"

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