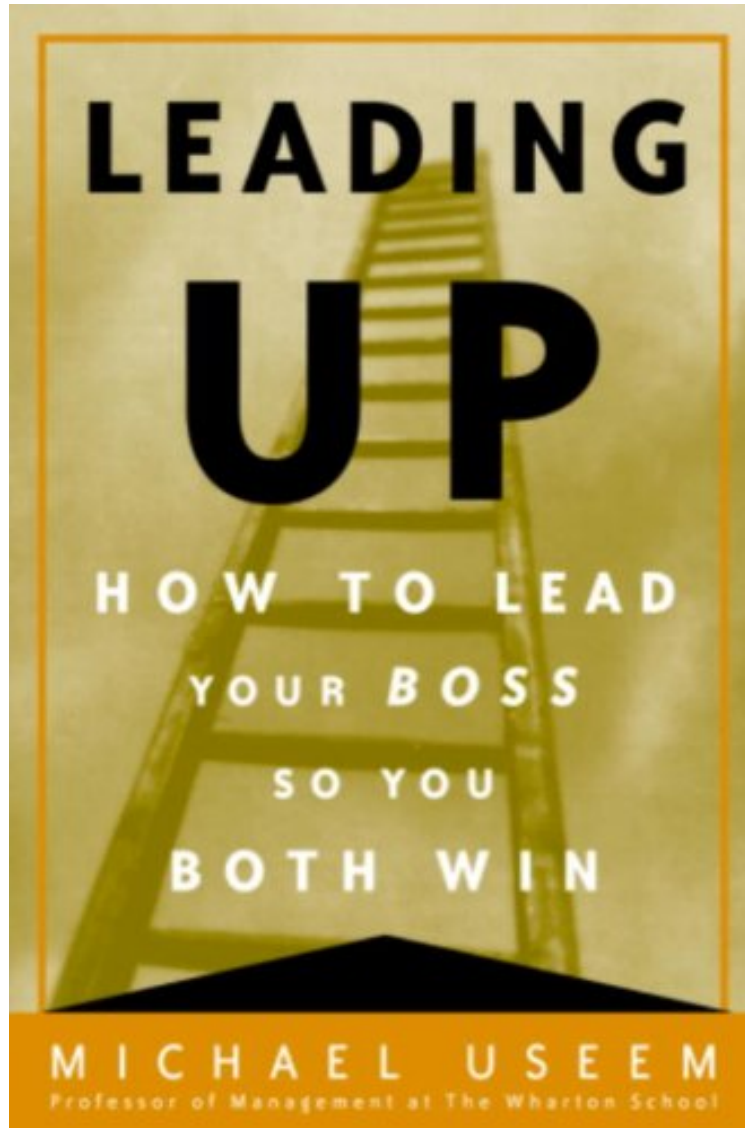


(Free download) Leading Up: Managing Your Boss So You Both Win

## Leading Up: Managing Your Boss So You Both Win

*Michael Useem*

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**Michael Useem : Leading Up: Managing Your Boss So You Both Win** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leading Up: Managing Your Boss So You Both Win:

1 of 1 people found the following review helpful. The "ups" and "downs" of effective leadershipBy Robert MorrisI read this book soon after it first appeared (in 2001) and recently re-read it, curious to know how well its core concepts and insights have held up. My conclusion? Very, very well. At the outset, for those who have not as yet read Michael Useem's brilliant book, it would be helpful to understand what he means by "leading up." As he explains, "Leadership has always required more than a downward touch: It needs to come from below as well as from the top, and leaders

today must reach up as never before. As organizations decentralize authority, they put a premium on a manager's capacity to must support above as well as below...The challenge is to help both those below us and those above achieve what we all want accomplished. If we expect our subordinates to furnish us with unvarnished information, unbiased advice, and unswerving support at the times when it really counts, we need to have cultivated a culture that encourages and rewards them for doing so."Thus there are two separate but related leadership challenges: To create a culture in which both "leading up" and "leading down" are among the most important core competencies, and, to do everything humanly possible to develop those skills in those at all levels and in all areas of the given enterprise. In this book, Useem explains with meticulous care how to achieve both objectives. At this point, I presume to share two opinions of my own with which Useem presumably agrees. First, that mutual trust is the "glue" that holds all organizations together. Healthy relationships are nourished and sustained by it. Also, that both "leading up" and "leading down" must be among the core competencies of greatest importance and highest priority. Everything humanly possible must be done to develop the skills they require to generate and sustain a continuous flow of "unvarnished information, unbiased advice, and unswerving support at the times when it really counts."In this volume, Useem focuses on eight quite different real world situations to demonstrate what the consequences can be when there is a presence or absence of "leading up" and "leading down." For example, in Chapter 1, he explains how General Robert E. Lee kept his Commander in Chief (Jefferson Davis) fully informed whereas General George B. McClellan did not. In fact, McClellan scorned President Lincoln as "not a man of strong character." At the same time, General Joseph E. Johnston viewed his own Commander in Chief, Davis, with equal scorn and was eventually replaced, as was McClellan. As Useem suggests, the "leading up" business lesson to be learned is that "the vital bond between commander and commander in chief, between manager and executive, is an enduring and enriched relationship. For that, an open flow of information and an open display of respect are essential." Lee and Ulysses S. Grant exemplify that; Johnston and McClellan do not.In Chapter 7, "Designing a Future Your Boss Can't Quite Envision," Useem explains how Charlene Barshefsky negotiated the U.S. trade agreement with China on behalf of president, Bill Clinton, and how Domingo Cavallo stabilized the Argentine currency on behalf his president, Carlos Menem. Obviously, these are quite different situations in terms of ultimate goals as well as perils as well as opportunities. Each situation required different strategies and tactics. However, there is a "leading up" business lesson to be learned from both: "Building the lateral backing that your superiors need to implement a contentious but otherwise sensible initiative is an essential precondition for ultimately making it happen. The indispensable elements for success: a judicious combination of compelling concepts, detailed prescriptions, and retail persuasion."If anything, this book is even more relevant and more valuable now than it was when first published several years ago. Thank you, Michael Useem.0 of 0 people found the following review helpful. Three StarsBy CustomerGood0 of 0 people found the following review helpful. A little longBy Kindle CustomerGreat book with excellent examples of upward leadership however not all of the stories in the book are needed to get point across.

Eight true stories show that Leaders today aren't just bosses, they're self-starters who take charge even when they haven't been given a charge. Upward leaders get results by helping their superiors lead. They make sure that good ideas don't die on the vine because a boss's understanding doesn't reach down deep enough into the organization. Upward leadership assures that advice arrives from all points on the corporate compass, not just from the top down. And it applies at every level: Even CEOs need to learn about leading up because they ultimately answer to their boards.In *Leading Up*, Michael Useem offers instructive accounts of this vital and unexplored facet of leadership. Drawing on the extraordinary experiences of real people, Useem shows us what happens when those not in charge rise to the challenge, and also what happens when those who should step forward fail to do so: \* Civil War generals openly disrespected and frequently misinformed their commanders in chief, with tragic consequences for both sides. \* COO David Pottruck learned how to lead with his superiors at Charles Schwab Co. in order to radically change Schwab's core business. \* Had he been able to convince his superiors of the dire situation in Rwanda, United Nations commander Romeo Dallaire might have prevented the genocide that claimed 800,000 lives. \* The CEOs of CBS, Compaq, and British Airways concentrated on leading down when they needed to lead up to their boards, too. The result: All three were fired. \* U.S. Marine Corps general Peter Pace reconciled conflicting priorities while reporting to six bosses with varying agendas by keeping all of them informed and challenging them when necessary. \* Mount Everest mountaineers admitted they might have protected themselves and others from harm during a fateful ascent if only they had questioned their guides' flawed instructions and decisions. \* Even in government, representatives often need to first strike a deal, then lead their bosses to embrace it, as examples from the United States and Argentina illustrate. \* No one ever had a tougher job of leading up than Old Testament prophets Moses, Abraham, and Samuel, who interceded with the ultimate authority. Leading up is not the same as managing up. Managing up is running the office; leading up is taking the reins and exceeding what's expected. As hierarchies everywhere shed much of their rigidity, upward leadership at all levels becomes more possible—and more necessary. *Leading Up* is a call to action. It asks us to build on the best in everybody's nature, and it offers a pragmatic blueprint for doing so.From the Hardcover edition.

From Booklist In his first book, *The Leadership Moment* (1998), Useem used stories to provide examples of leadership in extreme situations. He does it again, now using diverse stories from throughout the ages to show both good and bad examples of "leading up." Useem includes leadership lessons to reinforce the value of the stories and highlight particular points. An integral ingredient throughout the leadership lessons is communications. Providing accurate data, not withholding information or being afraid to speak up to a superior, is part of what he perceives as essential. He realizes that there can be risk associated for the person trying to lead up, especially in a business that doesn't foster managers communicating risks, strategies, and values up to CEOs. In the last chapter, he ties all this together in a formula for managers to use to lead up. Useem does provide insightful information for thoughtful consideration by managers and reinforces the importance of feedback and long-range thinking as necessary to keep the organization moving forward. Eileen Hardy Copyright copy; American Library Association. All rights reserved "Often the best coaching a leader can receive is directly from the team he/she leads. Openness to their feedback is critical, and Professor Useem's new book provides many dramatic examples of successes and failures in this important dimension."—Arthur Martinez, former chief executive officer of Sears, Roebuck Co. "Teaching your boss is the most important thing that anyone in business, government, or the nonprofit world needs to know. *Leading Up* is a must-read for everyone."—Leonard A. Lauder, chairman, the Estée Lauder Companies, Inc. "Professor Michael Useem has shown himself a master in the use of vignettes to teach us about leadership. In his latest book, *Leading Up*, he has again used reality, this time to discuss those who would dare to lead their leaders." In today's fast-moving and often chaotic world, this book is a must-read. It will help you help your boss be the best he can be and in doing so, build a better organization and increase your value to that organization."—General Charles C. Krulak, former commandant of the U.S. Marine Corps and senior vice chairman, MBNA Corporation "Leadership is not just about telling people what to do. It is about building a common purpose—a goal—that everyone on the team works hard to achieve. To do that, leaders must understand that it is not just about them and their goals. It is about creating a group where voices are heard and help offered is help received. *Leading Up* shows how great leaders create groups that win."—Joel Kurtzman, Global Lead Partner, Thought Leadership, PricewaterhouseCoopers "The message afforded by *Leading Up* is powerful and germane as we continue to decentralize and empower our organizations. As Mike Useem says, "If we expect our subordinates to furnish us with unvarnished, unbiased advice... From the Inside Flap Eight true stories show that Leaders today aren't just bosses, they're self-starters who take charge even when they haven't been given a charge. Upward leaders get results by helping their superiors lead. They make sure that good ideas don't die on the vine because a boss's understanding doesn't reach down deep enough into the organization. Upward leadership assures that advice arrives from all points on the corporate compass, not just from the top down. 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