

Hbr Guide To Managing Up And Across

Find the right person to help supercharge your career. Whether you're eyeing a specific leadership role, hoping to advance your skills, or simply looking to broaden your professional network, you need to find someone who can help. Wait for a senior manager to come looking for you—and you'll probably be waiting forever. Instead, you need to find the mentoring that will help you achieve your goals. Managed correctly, mentoring is a powerful and efficient tool for moving up. The HBR Guide to Getting the Mentoring You Need will help you get it right. You'll learn how to:

- Find new ways to stand out in your organization
- Set clear and realistic development goals
- Identify and build relationships with influential sponsors
- Give back and bring value to mentors and senior advisers
- Evaluate your progress in reaching your professional goals

Your boss plays an important role in your career. So how do you navigate this delicate, significant professional relationship without playing political games or compromising your character? Managing Up offers concise, expert tips on: Understanding your manager's priorities and pressures Setting a positive tone for the relationship Managing expectations--and egos Earning trust and respect Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

Find a way to work that works for you. The 9-to-5 office routine no longer exists. Many employees have the option to work anywhere, any time. But how do you find the flexible arrangement that's right for you? And how do you manage a team when they're all working in different places and on different schedules? The HBR Guide to Managing Flexible Work is filled with practical tips and advice to help you and your team stay productive and connected, no matter when or where you work. You'll learn how to: Set a flexible work schedule that meets your needs Remain connected and visible Get more done—in less time Make the most of hybrid meetings Keep your team engaged, both in person and virtually Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

While some of us enjoy a lively debate with colleagues and others prefer to suppress our feelings over disagreements, we all struggle with conflict at work. Every day we navigate an office full of competing interests, clashing personalities, limited time and resources, and fragile egos. Sure, we share the same overarching goals as our colleagues, but we don't always agree on how to achieve them. We work differently. We rub each other the wrong way. We jockey for position. How can you deal with conflict at work in a way that is both professional and productive—where it improves both your work and your relationships? You start by understanding whether you generally seek or avoid conflict, identifying the most frequent reasons for disagreement, and knowing what approaches work for what scenarios. Then, if you decide to address a particular conflict, you use that information to plan and conduct a productive conversation. The HBR Guide to Dealing with Conflict will give you the advice you need to: Understand the most common sources of conflict Explore your options for addressing a disagreement Recognize whether you—and your counterpart—typically seek or avoid conflict Prepare for and engage in a difficult conversation Manage your and your counterpart's emotions Develop a resolution

together Know when to walk away Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Managing your boss: Isn't that merely manipulation? Corporate cozying up? Not according to John Gabarro and John Kotter. In this handy guidebook, the authors contend that you manage your boss for a very good reason: to do your best on the job—and thereby benefit not only yourself but also your supervisor and your entire company. Your boss depends on you for cooperation, reliability, and honesty. And you depend on him or her for links to the rest of the organization, for setting priorities, and for obtaining critical resources. By managing your boss—clarifying your own and your supervisor's strengths, weaknesses, goals, work styles, and needs—you cultivate a relationship based on mutual respect and understanding. The result? A healthy, productive bond that enables you both to excel. Gabarro and Kotter provide valuable guidelines for building this essential relationship—including strategies for determining how your boss prefers to process information and make decisions, tips for communicating mutual expectations, and tactics for negotiating priorities. Thought provoking and practical, *Managing Your Boss* enables you to lay the groundwork for one of the most crucial working relationships you'll have in your career.

Project Management Techniques from the Trenches

How to Forge an Effective Relationship With Those Above You

How to Move up, Win at Work, and Succeed with Any Type of Boss

HBR Guide to Managing Flexible Work (HBR Guide Series)

HBR Guide to Getting the Mentoring You Need

HBR Guide to Remote Work

Build vital connections to accelerate your career success
Managing Up is your guide to the most valuable 'soft skill' your career has ever seen. It's not about sucking up or brown-nosing; it's about figuring out who you are, who your boss is, and finding where you meet. It's about building real relationships with people who have influence over your career. Managing up is good for you, good for your boss, and good for the organization as a whole. This book gives you strategies for developing these all-important connections and building more than rapport; you become able to quickly assess situations, and determine which actions will move you forward; you become your own talent manager, and your boss's top choice for that new opportunity. As a skill, managing up can do more for your career than simply 'networking' ever could—and this book shows you how. Real-world strategies give you a set of actionable steps, supplemented by expert advice from a top leadership consultant that helps you get on track to advancement. It's never too early or too late to start adjusting your alignment, and this book provides the help you need to start accelerating your trajectory. Develop robust relationships with influential people Enhance your

self-awareness and become more adaptable Gain new opportunities and accelerate your career Stop 'schmoozing' and develop true, lasting connections Managing up helps you build the sort of relationships that foster more communication, collaboration, cooperation, and understanding between people at different levels of power, with a variety of perspectives and skills. This type of bridge-building builds your reputation for effectiveness and fit, so you can start skipping rungs on the ladder as you build a strong, successful career. Managing Up is your personal manual for building this vital skill so you can begin building your best future.

Based on a popular class taught by a Harvard Business School professor. If you're not a numbers person, then finance can be intimidating and easy to ignore. But if you want to advance in your career, you'll need to make smart financial decisions and develop the confidence to clearly communicate those decisions to others. In *How Finance Works*, Mihir Desai--a professor at Harvard Business School and author of *The Wisdom of Finance*--guides you into the complex but endlessly fascinating world of finance, demystifying it in the process. Through entertaining case studies, interactive exercises, full-color visuals, and a conversational style that belies the topic, Professor Desai tackles a broad range of topics that will give you the knowledge and skills you need to finally understand how finance works. These include: How different financial levers can affect a company's performance The different ways in which companies fund their operations and investments Why finance is more concerned with cash flow than profits How value is created, measured, and maximized The importance of capital markets in helping companies grow Whether you're a student or a manager, an aspiring CFO or an entrepreneur, *How Finance Works* is the colorful and interactive guide you need to help you start thinking more deeply about the numbers.

Stop searching for purpose. Build it. We're living through a crisis of purpose. Surveys indicate that people are feeling less connected to the meaning of their work, asking, "How do I find my purpose?" That's the wrong question. You don't find your purpose--you build it. The HBR Guide to Crafting Your Purpose debunks three common myths about purpose: that purpose is found, that you have only one, and that it stays the same over time. Packed with stories, tips, and

activities, this book teaches you how to cultivate more meaning in your life and work and endow everything you do with purpose. You'll learn how to: Find the reason behind your work Identify what makes you feel happy and fulfilled Use job crafting to transform your role Build positive, fulfilling relationships Connect your work to service Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges. Don't wait for someone else to manage your career. The days of HR-sponsored development plans are over. Managing your career--and the skills you need to be successful--is your responsibility. If you're looking to push yourself to the next level, it can be hard to determine where to start. The HBR Guide to Your Professional Growth will be your coach, transforming your abstract hopes and ideas into a concrete action plan. No matter where you are in your career, this guide will help you: Assess your current skills--and acquire new ones Elicit feedback you can use Set meaningful--and achievable--goals Make time for learning Play to your strengths Identify your next challenge Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Resource added for the Human Resources program 101161.

Being the Boss

How Finance Works

The HBR Guide to Thinking Smart About the Numbers

Managing Up

From Harvard Business Review

HBR Guide to Project Management (HBR Guide Series)

DON'T LET YOUR WRITING HOLD YOU BACK. When you're fumbling for words and pressed for time, you might be tempted to dismiss good business writing as a luxury. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The HBR Guide to Better Business Writing, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you: • Push past writer's block • Grab—and keep—readers' attention • Earn credibility with tough

*audiences • Trim the fat from your writing • Strike the right tone •
Brush up on grammar, punctuation, and usage*

Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: You can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. Leading a firm means you can be your own boss, put your executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal isn't always easy. In the HBR Guide to Buying a Small Business, Harvard Business School professors Richard Ruback and Royce Yudkoff help you: Determine if this path is right for you Raise capital for your acquisition Find and evaluate the right prospects Avoid the pitfalls that could derail your search Understand why a "dull" business might be the best investment Negotiate a potential deal with the seller Avoid deals that fall through at the last minute The path to your professional success starts with a critical look in the mirror. If you read nothing else on managing yourself, read these 10 articles (plus the bonus article "How Will You Measure Your Life?" by Clayton M. Christensen). We've combed through hundreds of Harvard Business Review articles to select the most important ones to help you maximize yourself. HBR's 10 Must Reads on Managing Yourself will inspire you to: Stay engaged throughout your 50+-year work life Tap into your deepest values Solicit candid feedback Replenish physical and mental energy Balance work, home, community, and self Spread positive energy throughout your organization Rebound from tough times Decrease distractibility and frenzy Delegate and develop employees' initiative This collection of best-selling articles includes: bonus article "How Will You Measure Your Life?" by Clayton M. Christensen, "Managing Oneself," "Management Time: Who's Got the Monkey?" "How Resilience Works," "Manage Your Energy, Not Your Time," "Overloaded Circuits: Why Smart People Underperform," "Be a Better Leader, Have a Richer Life," "Reclaim Your Job," "Moments of Greatness: Entering the Fundamental State of Leadership," "What to Ask the Person in the Mirror," and "Primal Leadership: The Hidden Driver of Great Performance."

Are you a good boss—or a great one? Good bosses can handle the day-to-day work of running a team. Great bosses go beyond that, finding ways to help employees become better versions of themselves as people and professionals. But as a manager, how do you reach that next level? The HBR Guide to Being a Great Boss contains practical tips and advice to help you become a more well-rounded leader, one

who sparks creativity, engagement, collaboration, and growth in your team. You'll learn how to: Magnify your people's strengths Create a welcoming, inclusive culture Communicate effectively—and regularly—with your team Challenge your people to grow beyond their current limits Recognize and reward good work Establish yourself as a trustworthy leader and colleague Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges. Drawing from extensive interviews with corporate leaders and the author's 20 years as a strategy consultant and executive coach, these rules form an essential leadership manual.

Harvard Business Review Guides Ultimate Boxed Set (16 Books)

The 17 Skills Leaders Need to Stand Out

Suddenly in Charge

HBR Guides to Emotional Intelligence at Work Collection (5 Books)
(HBR Guide Series)

Harvard Business Review 20-Minute Manager Ultimate Boxed Set (16 Books)

HBR Guide to Finance Basics for Managers (HBR Guide Series)

Emotional intelligence has been shown to be more important than other competencies in determining outstanding leadership. Emotions drive some of our most critical professional interactions--whether you're inspiring your team to higher performance, persuading your boss to see something from your point of view, dealing with difficult colleagues, or managing your own stress level. Indeed, knowing how to manage emotions has become one of the crucial criteria in hiring and promotion. This specially priced five-volume set includes books from the HBR Guide series on the topics of Emotional Intelligence, Office Politics, Dealing with Conflict, Managing Stress at Work, and Managing Up and Across. You'll learn how to: Monitor and channel your moods and reactions Determine your emotional intelligence strengths and weaknesses Deal with difficult people Understand when to resolve a conflict head-on--and when to let it go Influence others across the organization Build supportive alliances with coworkers and colleagues Handle workplace stress in productive ways Arm yourself with the advice you need to succeed on the job with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

What do you do when the biggest threat to your project is your boss? It's not that your boss is out to get you. In fact, bosses generally mean well. But clueless leadership from a well-intentioned boss can sometimes cause more damage than a criminal mastermind tying your project to the railroad tracks. The Unwritten Rules of Managing Up provides refreshingly practical and candid insight into the best practices and techniques that project managers have successfully used for decades to manage a wide variety of senior-level stakeholders—ranging from

perfectly competent and pleasant to downright dysfunctional and inept. While managing up is an incredibly valuable skill for virtually any type of boss (not just the difficult ones), the book includes recommendations for managing six particularly challenging—and common—types of senior leaders. They are the bombastic Tornado, who takes over meetings without realizing it; the Wishful Thinker, who regularly asks the impossible; the Clueless Chameleon, who can't quite decide what he or she really wants (but still holds you responsible for delivering it); the MIA Boss, who is just not around enough; the Meddlesome Micromanager, who hovers and insists you complete a task his or her way; and the Naked Emperor, who falls in love with his or her own crazy ideas. Brownlee also offers basic techniques to use with any boss, even a great one. This book is not just for professionals seeking to enhance their workplace effectiveness but also for senior leaders interested in addressing their blind spots and coaching others toward a more collaborative, results-focused leadership approach.

HBR Guide to Managing Up and Across Harvard Business Review Press
ARE YOUR WORKING RELATIONSHIPS WORKING AGAINST YOU? To achieve your goals and get ahead, you need to rally people behind you and your ideas. But how do you do that when you lack formal authority? Or when you have a boss who gets in your way? Or when you're juggling others' needs at the expense of your own? By managing up, down, and across the organization. Your success depends on it, whether you're a young professional or an experienced leader. The HBR Guide to Managing Up and Across will help you:

- Advance your agenda—and your career—with smarter networking
- Build relationships that bring targets and deadlines within reach
- Persuade decision makers to champion your initiatives
- Collaborate more effectively with colleagues
- Deal with new, challenging, or incompetent bosses
- Navigate office politics

New 2nd edition is now available. As companies reorganize and reengineer, thousands of people are finding themselves tossed into management every day. "You may go to bed as a member of the team and wake up to find yourself suddenly in charge," says Matuson. The key to success is managing effectively both up and down the line of organization—this first edition of *Suddenly in Charge* provides a unique approach with two books in one: read it in one direction and you'll find all the tips and tools you need to manage down, establishing credibility with your team and leading in a way that both builds rapport and garners respect. Flip the book over and you'll find success strategies for managing up, interacting successfully with your bosses and developing strong relationships. In the *Managing Up* side of the this book, you will learn how to manage your relationships and responsibilities as an employee, including how to understand the boss's style of management; deal with dictatorial, indecisive or otherwise difficult bosses; promote yourself; ask for raises; and know when it's time to leave a position. With key learning points, real-life examples and proved strategies for effective communication, *Managing Up* helps you navigate the world of office politics while staying true to yourself. The key to success is managing effectively both up and down the line of organization. In the *Managing Down* side of this book, you will learn how to manage your relationships

and responsibilities as a boss, including how to stay sane during conflicts, evaluate performance, and make the hiring and firing process easier and more mutually beneficial. With key learning points, real-life examples and proven strategies for effective communication, Managing Down helps you clearly define your new role and cultivate an environment of engaged, motivated employees.

HBR Guide to Leading Teams (HBR Guide Series)

HBR's 10 Must Reads on Managing Yourself (with bonus article "How Will You Measure Your Life?" by Clayton M. Christensen)

Managing Up, Managing Down, Succeeding All Around

The Harvard Business Review Manager's Handbook

HBR Guide to Crafting Your Purpose

The perfect gift for aspiring leaders: 16 volumes of HBR 20-Minute Manager. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders who are short on time but need advice fast, on topics from creating business plans and giving feedback to managing time and presentations. The set includes Creating Business Plans, Delegating Work, Difficult Conversations, Finance Basics, Getting Work Done, Giving Effective Feedback, Innovative Teams, Leading Virtual Teams, Managing Projects, Managing Time, Managing Up, Performance Reviews, Presentations, Running Meetings, Running Virtual Meetings, and Virtual Collaboration. Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

Great teams don't just happen. How often have you sat in team meetings complaining to yourself, "Why does it take forever for this group to make a simple decision? What are we even trying to achieve?" As a team leader, you have the power to improve things. It's up to you to get people to work well together and produce results. Written by team expert Mary Shapiro, the HBR Guide to Leading Teams will help you avoid the pitfalls you've experienced in the past by focusing on the often-neglected people side of teams. With practical exercises, guidelines for structured team conversations, and step-by-step advice, this guide will help you: Pick the right team members Set clear, smart goals Foster camaraderie and cooperation Hold people accountable Address and correct bad behavior Keep your team focused and motivated

You never dreamed being the boss would be so hard. You're caught in a web of conflicting expectations from subordinates, your supervisor, peers, and customers. You're not alone. As Linda Hill and Kent Lineback reveal in *Being the Boss*, becoming an effective manager is a painful, difficult journey. It's trial and error, endless effort, and slowly acquired personal insight. Many managers never complete the journey. At best, they just learn to get by. At worst, they become terrible bosses. This new book explains how to avoid that fate, by mastering three imperatives: · Manage yourself: Learn that management isn't about getting things done yourself. It's about accomplishing things through others. · Manage a network: Understand how power and influence work in your organization and build a network of mutually beneficial relationships to navigate your company's complex political environment. · Manage a team: Forge a high-performing "we" out of all the "I's"

who report to you. Packed with compelling stories and practical guidance, *Being the Boss* is an indispensable guide for not only first-time managers but all managers seeking to master the most daunting challenges of leadership.

IS YOUR WORKLOAD SLOWING YOU—AND YOUR CAREER—DOWN? Your inbox is overflowing. You're paralyzed because you have too much to do but don't know where to start. Your to-do list never seems to get any shorter. You leave work exhausted but have little to show for it. It's time to learn how to get the right work done. In the HBR Guide *Getting the Right Work Done*, you'll discover how to focus your time and energy where they will yield the greatest reward. Not only will you end each day knowing you made progress—your improved productivity will also set you apart from the pack. Whether you're a new professional or an experienced one, this guide will help you: Prioritize and stay focused Work less but accomplish more Stop bad habits and develop good ones Break overwhelming projects into manageable pieces Conquer e-mail overload Write to-do lists that really work

Get your best work done, no matter where you do it. Video calls from your couch. Progress reports in a coffee shop. Presentations at your kitchen table. Working remotely gives you more flexibility in how and where you do your job. But being part of a far-flung team can be challenging. How can you make remote work work for you? The HBR Guide to *Remote Work* provides practical tips and advice to help you stay productive, avoid distractions, and collaborate with your team, despite the distance that separates you. You'll learn to Create a regular work-from-home routine Identify the right technology for your needs Run better virtual meetings Avoid burnout and video-call fatigue Manage remote employees Conduct difficult conversations when you can't meet in person Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

42 Rules for Your New Leadership Role

HBR Guide to Buying a Small Business

HBR Guide to Better Business Writing (HBR Guide Series)

Think Big, Buy Small, Own Your Own Company

Managing Your Boss

HBR Guide to Coaching Employees

Managing the human side of work Research by Daniel Goleman, a psychologist and coauthor of *Primal Leadership*, has shown that emotional intelligence is a more powerful determinant of good leadership than technical competence, IQ, or vision. Influencing those around us and supporting our own well-being requires us to be self-aware, know when and how to regulate our emotional reactions, and understand the emotional responses of those around us. No wonder emotional intelligence has become one of the crucial criteria in hiring and promotion. But luckily it's not just an innate trait: Emotional intelligence is composed of skills that all of us can learn and improve on. In this guide, you'll learn how to:

Determine your emotional intelligence strengths and weaknesses Understand and manage your emotional reactions Deal with difficult people Make smarter decisions Bounce back from tough times Help your team develop emotional intelligence Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work

challenges.

Are you suffering from work-related stress? Feeling overwhelmed, exhausted, and short-tempered at work—and at home? Then you may have too much stress in your life. Stress is a serious problem that impacts not only your mental and physical health, but also your loved ones and your organization. So what can you do to address it? The HBR Guide to Managing Stress at Work will help you find a sustainable solution. It will help you reach the goal of getting on an even keel—and staying there. You'll learn how to:

- Harness stress so it spurs, not hinders, productivity
- Create realistic and manageable routines
- Aim for progress, not perfection
- Make the case for a flexible schedule
- Ease the physical tension of spending too much time at your computer
- Renew yourself physically, mentally, and emotionally

MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention?

Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you:

- Build a strong, focused team
- Break major objectives into manageable tasks
- Create a schedule that keeps all the moving parts under control
- Monitor progress toward your goals
- Manage stakeholders' expectations
- Wrap up your project and gauge its success

The perfect gift for aspiring leaders: 16 volumes of HBR Guide. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics, negotiating, business writing, and coaching. This set includes Persuasive Presentations, Better Business Writing, Finance Basics, Data Analytics, Building Your Business Case, Making Every Meeting Matter, Project Management, Emotional Intelligence, Getting the Right Work Done, Negotiating, Leading Teams, Coaching Employees, Performance Management, Delivering Effective Feedback, Dealing with Conflict, and Managing Up and Across. Arm yourself with the advice you need to succeed on the job, from the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges Also available as an ebook set.

DON'T LET YOUR FEAR OF FINANCE GET IN THE WAY OF YOUR SUCCESS

Can you prepare a breakeven analysis? Do you know the difference between an income statement and a balance sheet? Or understand why a business that's profitable can still go belly-up? Has your grasp of your company's numbers helped—or hurt—your career? Whether you're new to finance or you just need a refresher, this go-to guide will give you the tools and confidence you need to master the fundamentals, as all good managers must. The HBR Guide to Finance Basics for Managers will help you:

- Learn the language of finance
- Compare your firm's financials with rivals'
- Shift your team's focus from revenues to profits
- Assess your vulnerability to industry downturns
- Use financial data to defend budget requests
- Invest smartly through cost/benefit analysis

The Manual They Didn't Hand You When You Made VP, Director, Or Manager

Managing Your Manager: How to Get Ahead with Any Type of Boss

HBR Guide to Managing Up and Across (HBR Guide Series)

HBR Guide to Getting the Right Work Done (HBR Guide Series)

HBR Guide to Office Politics Management Tips 2

Learn Everything You Can From Every Type of Boss Managers come in all varieties, and unfortunately you don't get to choose your preference. Too often, we find ourselves working for people who are tough to work for, difficult to "decode," or brilliant but inaccessible. *Managing Your Manager* is the answer to dealing with a problematic supervisor. Placing manager "types" into real-world categories--from the Bully, Scientist, and Star to the Geek, Parent, and Con Artist--it provides everything you need to make your work life more satisfying and productive. *Managing Your Manager* gives you the tools to: Categorize your boss based on telling traits Create a solid working relationship Avoid common pitfalls associated with certain types Become a strong leader based on lessons learned from various bosses Managers of all types can provide invaluable learning experiences that can enhance your career. *Managing Your Manager* empowers you with the knowledge, skills, and savvy for dealing with any type of boss and excelling in your job.

ARE YOUR WORKING RELATIONSHIPS WORKING AGAINST YOU? To achieve your goals and get ahead, you need to rally people behind you and your ideas. But how do you do that when you lack formal authority? Or when you have a boss who gets in your way? Or when you're juggling others' needs at the expense of your own? By managing up, down, and across the organization. Your success depends on it, whether you're a young professional or an experienced leader. The HBR Guide to Managing Up and Across will help you: Advance your agenda—and your career—with smarter networking Build relationships that bring targets and deadlines within reach Persuade decision makers to champion your initiatives Collaborate more effectively with colleagues Deal with new, challenging, or incompetent bosses Navigate office politics

Quick, practical management advice from Harvard Business Review to help you do your job better. Drawing from HBR's popular Management Tip of the Day newsletter, this concise, handy guide is packed with easy-to-read tips on a broad range of topics, organized into three major skills every manager must master: Managing yourself Managing your team Managing your business Management Tips 2: From Harvard Business Review puts the best management practices and insights, from top thinkers in the field, right at your fingertips. Pick it up any time you have a few minutes to spare, and you'll have a fresh, powerful idea you can immediately put into action. With this handy book as your guide, you'll stand the best chance of succeeding in your role as a manager.

Every organization has its share of political drama: Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity?

By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to: (1) Build relationships with difficult people, (2) gain allies and increase your sphere of influence, (3) wrangle resources, (4) move up without alienating your colleagues, (5) avoid power games and petty rivalries, and (6) claim credit when it's due.

Are you a good boss--or a great one? Get more of the management ideas you want, from the authors you trust, with HBR's 10 Must Reads on Managing People (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you master the innumerable challenges of being a manager. With insights from leading experts including Marcus Buckingham, Michael D. Watkins, and Linda Hill, this book will inspire you to: Draw out your employees' signature strengths Support a culture of honesty and civility Cultivate better communication and deeper trust among global teams Give feedback that will help your people excel Hire, reward, and tolerate only fully formed adults Motivate your employees through small wins Foster collaboration and break down silos across your company This collection of articles includes "Are You a Good Boss--or a Great One?," by Linda A. Hill and Kent Lineback; "Let Your Workers Rebel," by Francesca Gino; "The Feedback Fallacy," by Marcus Buckingham and Ashley Goodall; "The Power of Small Wins," by Teresa M. Amabile and Steven J. Kramer; "The Price of Incivility," by Christine Porath and Christine Pearson; "What Most People Get Wrong About Men and Women," by Catherine H. Tinsley and Robin J. Ely; "How Netflix Reinvented HR," by Patty McCord; "Leading the Team You Inherit," by Michael D. Watkins; "The Overcommitted Organization," by Mark Mortensen and Heidi K. Gardner; "Global Teams That Work," by Tsedal Neeley; "Creating the Best Workplace on Earth," by Rob Goffee and Gareth Jones.

Leading Up

HBR Guide to Managing Stress at Work

HBR Guide to Managing Up and Across

The Necessary Art of Persuasion

How to Lead Your Boss So You Both Win

HBR Guide to Emotional Intelligence (HBR Guide Series)

WHAT'S THE BEST WAY TO SUCCEED AT WORK? MAKE SURE YOUR BOSS SUCCEEDS FIRST. Today's typical workplace may be less formal and more inclusive than those of the past, but one thing hasn't changed: The boss is the boss. A veteran of the U.S. Army, William Smullen spent 50 years leading--and being led by--some of the toughest people in the business. Over his career, he served at every level from platoon to division--and at the highest levels in the Pentagon, as well. In business terms, that's the equivalent of running a very small business to sitting in a corporate C-Suite. Smullen's final public-service assignment was chief of staff to Secretary of State Colin L. Powell. As chief of

staff, one of his main responsibilities was to ensure Secretary Powell kept his positive image and was successful in everything he did. Now, he shares the lessons he learned working in some of the world's most demanding organizations. In *Ways and Means for Managing Up*, he tells you everything you need to know to effectively "manage your manager" in ways that help both you and your boss succeed and rise within your company. In 50 short yet informative chapters, Smullen shares his hard-won insight, such as: View your relationship with your boss as a partnership Think of your boss as a brand Never allow your boss to be surprised Help your boss manage risk or crisis Be a strategic asset your boss counts on Whether you're good friends with your manager or have trouble coexisting in the same office, your success depends on his or her success. This has always been true, and it will always be true. You serve yourself well when you serve your boss well. Take your career to new heights by learning and applying the *Ways and Means for Managing Up*. It can serve as a survival guide, a road map, or a blueprint for people at every level in an organization.

PRAISE FOR *WAYS AND MEANS FOR MANAGING UP*: A terrific book by one of the masters of truth-telling in the American military--wise, forceful, and a must-read for anyone who has a boss. My hat is off to Bill Smullen, and yours will be too when you read what he has learned over the decades." -- BOB WOODWARD, Associate Editor, *The Washington Post* "Bill Smullen's unique experience as a member of the U.S. Army and as chief of staff for former Chairman of the Joint Chiefs of Staff and Secretary of State Colin Powell gives him some great lessons to pass on. I highly recommend *Ways and Means for Managing Up*. -- JIM BOEHEIM, Syracuse University's Hall of Fame Head Basketball Coach "Colonel Smullen has worked for some of the smartest and most demanding bosses in modern American history, most notably General Colin Powell, for many years. In this book Smullen offers an invaluable guide for how to succeed inside any organization. It is a guide that is both tremendously wise and, in some places, laugh-out-loud funny." -- PETER BERGEN, CNN's National Security Analyst and the author of *Manhunt: The Ten-Year Search for Bin Laden from 9/11 to Abbottabad*

A leadership expert draws on the examples of real people--representing a variety of fields--to share the secret of "leading up" or gently moving a superior to work at his or her own potential. Reprint. 20,000 first printing.

The one primer you need to develop your managerial and leadership skills. Whether you're a new manager or looking to have more influence in your current management role, the challenges you face come in all shapes and sizes—a direct report's anxious questions, your boss's last-minute assignment of an important presentation, or a blank business case staring you in the face. To reach your full potential in these situations, you need to master a new set of business and personal skills. Packed with step-by-step advice and wisdom from Harvard Business Review's management archive, the *HBR Manager's Handbook* provides best practices on topics from understanding key financial statements and the fundamentals of strategy to emotional intelligence and building your employees' trust. The book's brief sections allow you to home in quickly on the solutions you need right away—or take a deeper dive if you need more context.

Keep this comprehensive guide with you throughout your career and be a more impactful leader in your organization. In the HBR Manager's Handbook you'll find: - Step-by-step guidance through common managerial tasks - Short sections and chapters that you can turn to quickly as a need arises - Self-assessments throughout - Exercises and templates to help you practice and apply the concepts in the book - Concise explanations of the latest research and thinking on important management skills from Harvard Business Review experts such as Dan Goleman, Clayton Christensen, John Kotter, and Michael Porter - Real-life stories from working managers - Recaps and action items at the end of each chapter that allow you to reinforce or review the ideas quickly The skills covered in the book include: - Transitioning into a leadership role - Building trust and credibility - Developing emotional intelligence - Becoming a person of influence - Developing yourself as a leader - Giving effective feedback - Leading teams - Fostering creativity - Mastering the basics of strategy - Learning to use financial tools - Developing a business case

In an age when managers can no longer rely on formal power, persuading people is more important than ever. Persuasion is a process of learning from colleagues and employees and negotiating shared solutions to solving problems and achieving goals. In *The Necessary Art of Persuasion*, Jay Conger describes four essential components of persuasion and explains how to master them, providing the information you need to fulfill your managerial mandate: getting work done through others.

Don't wait for someone else to manage your career. Career paths are far from straightforward. HBR Guides to Managing Your Career Collection offers the ideas and strategies to help you take charge of your career and reach your highest potential--both in and outside of work. Included in this six-book set are HBR Guide to Your Professional Growth, HBR Guide to Work-Life Balance, HBR Guide to Getting the Mentoring You Need, HBR Guide to Managing Up and Across, HBR Guide to Office Politics, and HBR Guide to Changing Your Career. You'll learn how to: Clarify your professional passions Think strategically about career changes Recognize when it's time for a new challenge Find the right mentors to help you grow and move ahead Set boundaries and manage your time Deal with difficult managers Navigate your work culture and its politics The workplace is a complex arena to navigate, yet with advice from HBR's experts, you will be able to surpass any professional obstacle. No matter where you are in your career, the HBR Guides to Managing Your Career Collection will help you plan your next steps and push yourself forward to the next level.

HBR Guide to Being a Great Boss

Managing Up (HBR 20-Minute Manager Series)

The 3 Imperatives for Becoming a Great Leader

Ways and Means for Managing Up: 50 Strategies for Helping You and Your Boss Succeed

The Unwritten Rules of Managing Up

HBR Guide to Dealing with Conflict (HBR Guide Series)

Everyone has a boss. And anyone who has aspired to move up the corporate ladder knows that their relationship with those they report to is

crucial. In *Managing Up* Rosanne Badowski offers a straightforward, entertaining, no-holds-barred account of what it takes to make your relationship with your boss work to your advantage, no matter where you stand in the corporate hierarchy. Told through rich, colorful anecdotes about her years spent working with one of the smartest, most demanding and dynamic business leaders of the twentieth century, legendary GE CEO Jack Welch, Badowski reveals the secrets to career success she has gleaned over the years. At heart, it's about working with the person above you to create a productive and effective partnership. Everyone is a manager, in one way or another, Badowski points out. She discusses first-hand what it's like to have to be a mind reader, to anticipate the future, to plan for the unexpected, and to perform the impossible. With refreshing candor and a hint of attitude, Badowski's advice is unlike any other. She advises us that "Impatience is a virtue," to "Have no shame," and to "Beware the too-quiet office." Having worked in one of the most challenging, high-profile corporate environments anywhere, no one knows more about prioritizing, about making decisions on behalf of your boss, about sifting through a daily barrage of data and information, about multitasking at warp speed, and exhibiting grace under fire. Ultimately, Badowski says, excelling at what you do is about a shared passion for the job. *Managing Up* is an invaluable guide for managing your career and juggling responsibilities with finesse and confidence. It should become a management bible for anyone hoping to get ahead in their profession.

HBR Guide to Your Professional Growth

HBR Guides to Managing Your Career Collection (6 Books)

HBR's 10 Must Reads on Managing People, Vol. 2 (with bonus article "The Feedback Fallacy" by Marcus Buckingham and Ashley Goodall)