

Hbr Guide To Managing Up And Across - Harvard Review

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Does your boss make you want to scream? Do you have more than one boss? Do you spend your day herding catscorralling people who dont report to you? Do you work across departmental silos? Collaborate with outside contractors? Then you know that managing up and across your company is critical to doing your job well. Its all about understanding your bosss and colleagues priorities, pressures, and work styles. You need to manage up and across not just because you may have a problem boss, incompetent colleagues, or fabulously hairy projects that touch all parts of your organization. You need to manage up and across, for example, to get your marketing and sales folks to see that your project will help them meet their goals, too; to establish authority with bigwigs so theyll bless your new product ideas; to secure peoples time for a new team when theyre already feeling overextended. Managing up and across will help you get the information and resources you need to solve your complex problems, increase your effectiveness, and make your work more enjoyable. Youll get better at: Getting what you need from people who dont report to you Coping with micromanaging, conflict-aversive, or generally incompetent bosses Discovering what drives your colleagues Partnering with your boss Selling your ideas up and across your company Making the most of your bosss influence Establishing a shared vision and commitment Juggling multiple bosses priorities The art of persuasiontailoring your pitch based on your audience.

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