

Managing Up: Leadership Skills for Any Level

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Growth and comfort will never coexist. You have to get comfortable with being uncomfortable.

- Ginni Rometty

My Golden Rules for Building Your Career



Come from a place of “Yes” without being a Yes-person.



There’s no magic number of years’ experience to become an expert.



Get as much as you can out of every job before you leave.



Your network is your resume.



Changing jobs is required for growth.



Never stop learning. Cultivate a growth mindset.



There’s a right way and a wrong way to leave a job. Always take the high road.

Soft Skills v. Hard Skills

Leadership Soft Skills



Growth Mindset. Willing to embrace/promote change. Be uncomfortable with being uncomfortable. Ask questions, be curious, use your strategic lens.



Have a point of view. What's your unique perspective? Be curious, ask questions and observant; know what's happening around you and in the world



Set the rules of the road. Both with your manager and those you manage. Need to know. Good to know. Don't need to know.



Follow through. Do what you say you're going to do. Your manager is delegating things to you in order to take them off their plate, but they never really leave their mind. If they're asking, you're losing.



Develop a holistic perspective. Look at things through the lens of the entire business. What are the other competing priorities happening on any given day. Know the flow.

Leadership Soft Skills



Timing is everything. Understand that your priorities are not everyone's priorities, successful delivery of information internally (managing up) is contingent on timing of delivery (what works for the recipient).



Confidence often wins over competence. Develop the ability to make judgement calls and operate independently without multiple check-ins; ability to navigate ambiguity and risk.



Confident, concise communication. Get to the point, the headline is the message. Lose the passive (aggressive) language. Stop saying Sorry.



Be efficient with people's time. Always have an agenda (literally and metaphorically).



Leadership goes beyond the job description: If you're just hitting the bullets in the JD, you're not hitting the mark. What's your intangible value?



Kindness is key. Success and kindness are not mutually exclusive. Demonstrate empathy. No one wants to work with a jerk.



Thank you.

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