

Managing Up: How to Forge an Effective Relationship With Those Above You

By Rosanne Badowski, Roger Gittines

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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.

From the Hardcover edition.

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Editorial Review

Amazon.com Review
After fourteen years of working shoulder to shoulder with GE tough guy Jack Welch, Roseanne Badowski is not afraid of what she calls the "s-word." She argues that all of us are secretaries as well as managers. In *Managing Up,* Badowski leverages lessons she learned in building a stellar relationship with her boss. She offers smart and solid advice beginning with her "Can you start on Monday?" interview with Welch, and then turning to the skills of "navigating a boss Monday through Friday." The book' s chapter titles may sound prosaic, but her approach crackles with energy and fresh ideas. For example, she writes about trust by including "time-tested phrases for breaking bad news." She details the perils of being unprepared and puts in a good word for nagging. She also makes a persuasive argument for the advantages of cultivating impatience to enhance productivity. With splashy anecdotes and checklists, Badowski offers realistic and and disciplined counsel. Hero worshippers be warned: Although Welch wrote the book's introduction, Badowski is such an engaging no-nonsense advisor that she becomes the most compelling manager represented in her book. -- *Barbara Mackoff*

From Publishers Weekly
The business book market is jammed with books for bosses, telling them how to manage, lead, create corporate strategy and get more from employees. Badowski's tome takes a different approach, but is just as useful: it's meant for all workers, regardless of their position. Because, as she wisely points out, everyone has a boss. Badowski, who has the distinction of being Jack Welch's former executive assistant, here explains how she survived and thrived during her 14-plus years as the boss man's "secret weapon." She's written a snappy little guide, mixing anecdotes with clear-cut tips on how to partner with higher-ups. She advises readers to "make the agenda of the person you work for your own" and asserts that "individuals solve problems-not senior management." Of course, not everyone is lucky enough to have had such a celebrated corporate leader as his or her boss. But if workers can follow Badowski's advice, they may find ways to win over crabby supervisors-or at least strengthen their relationships with other colleagues.
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From Booklist
Who could resist learning the inner secrets of working with Jack Welch, former CEO of General Electric? Badowski was Welch's administrative assistant for 13 years, and what she has to say about managing up is primarily based on common sense. The real lure here is the stories and anecdotes she shares about the great man and his team. Every one of her 15 ingredients for managing up, from chemistry to passion and purpose, is illustrated with GE--and Welch--examples. She talks about impatience as a virtue, noting that an impatient boss needs higher maintenance, which prompted her to develop an elaborate, color-coded filing system so that Welch could find needed materials quickly. Fairness is also defined in GE terms--Welch would categorize the workforce into three groups: 20 percent were stars; 70 percent fell in the midrange; and 10 percent were performance-challenged (and usually weeded out during evaluations). Thanks to coauthor Gittines, the narrative is smooth and personable. A fine introduction to the business world for new workforce entrants. *Barbara Jacobs*
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Users Review

From reader reviews:

Bradley Harshbarger:

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Sharon McMichael:

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