



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

*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.*

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

Date : Published October 19th 2004 by Crown Business (first published January 1st 2003)

ISBN : 9780385507738

Author : Rosanne Badowski , Roger Gittines

Format : Paperback 240 pages

Genre : Business, Nonfiction, Leadership, Management, Self Help

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# From Reader Review **Managing Up: How to Forge an Effective Relationship With Those Above You** for online ebook

## **Laurel says**

Less of a helpful manual and more of a series of vignettes, which was interesting but not what I was looking for, ultimately.

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## **Eric says**

Brisk overview on the author's tenure as Jack Welch's personal assistant. A fun read, at times inspiring and good anecdotal approach to learning (and fostering learning). While Welch sounds like a challenging man to work with from the book, he also sounds like an easy many to admire in the work...

If you are a fan of the Manager Tools podcast, this will be familiar, but useful in the retelling, territory.

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## **Melissa says**

Much more of a memoir about the GE CEO than a business book.

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## **Geoff says**

My final foray, at least for the time being, into professional development was Badowski's *Managing Up: How to Forge an Effective Relationship with Those Above You*, and if I'm completely honest it's the only one I should have read.

I enjoyed the "theory" and the "professional opinions" in the Harvard Business Review compilations I read, *Managing Up (The 20-Minute Manager Series)* and *HBR Guide to Managing Up and Across*, but neither of them had the wit, the humor or the charm of this book. Seriously, there is something to be said about reading a book that could be an incredibly boring (or pedantic) subject that makes you laugh out loud or giggle to yourself on public transportation. They all provide great advice, but this book offered the advice through the art of storytelling and not the other way around.

[Click here to continue reading on my blog The Oddness of Moving Things.](#)

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## **Madison Warner Fairbanks says**

Managing Up by Rosanne Badowski

Mostly a common sense book on management. And as non-fiction, since it didn't put me to sleep - a good

tool for new managers, secretaries, staff, and students.

Rosanne divided the book into chapters like Preparedness, Humor, and Common sense. Each chapter tells a short story or event to support the theme and each chapter ends with relevant bullet points.

I'm very impressed by this Executive Assistant. My guess is that she could run her own Fortune 100 company with ease.

Below are some of the salient points I got from the text that resonated with me:

At times we are all managers, and we all support staff; managers have to roll up their sleeves and get in the trenches.

It's not good enough to be aware of what's happening around you; you have to know why it's happening.

If you're not helping, you're hindering.

Good managers can spot phonies a mile away. Being a phony is a sure path to failure.

Start building your reputation from day one.

Make the agenda of the person you work for your own.

Get experience anyway you can.

Beware the too-quiet office. It may be a sign that energy and enthusiasm have bottomed out.

Don't take yourself too seriously.

Treat your mistakes as opportunities for growth.

Share what you know.

What have you done lately?

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## **Ainsley says**

Recommended to me by a leader I respect as I am about to start a new, bigger job, *Managing Up* is a fairly quick read that has some good points. Rosanne strongly believes in hierarchy, which reads as both old school as well as practical and realistic--both ensuring a good relationship with your manager and checking your ego at the door. She emphasizes the importance of making your boss' agenda your agenda, making his/her life as easy as possible, and making him/her look as good as you can.

Ro makes a compelling case that, wherever one is in the org chart, everyone's a manager and everyone's support staff. Still, I found some of her guidance more geared toward assistants than other professional roles.

Jack Welch found an immensely capable, positive, loyal perfectionist workaholic in Ro to help him run his company--and his life. I came away wanting a Rosanne of my own!

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**Olivia Catalano says**

This book is not only funny but also offers some great insight to how to work with people who are different from you. It provides great insight on how to work effectively as a team, keep calm and give appreciation while being appreciated. Great read!

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**Mandy says**

This book told the lessons in stories, which didn't work for me. I wanted strategies and pointers for managing up. I would end up skimming most of the irrelevant stories I couldn't glean anything from and then skip to the one-liner lessons. Granted this is something that's hard to teach but I guess I was hoping for more from this. I agree with other reviewers in that its usefulness might depend on what job role you have.

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**Heathercheryl Stevenson says**

This book was a tremendous help to me even a few years after I became an personal assistant to an executive. I enjoyed her engaging style and found the book to be an excellent crash course in managing the relationship. It was like having a girlfriend in the "same boat!" Personal assistant to Jack Welch for many years, she gave good insight into the personality of a dynamic executive and how to work with one. "Everyone is a manager no matter where you stand in the corporate heirarchy."

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**Deborah Mendez Wilson says**

Book that self-serving managers ask their employees to read. Having stated the obvious, there are still some good takeaways here. Book is dated.

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**Cj Rey says**

I've used this book to help train at least three different teams on how to be a star in a corporate environment.

This book is showing it's age. Not sure how relatable the stories are to our newest members of the corporate workforce.

But the principles are still sound. A few of my faves:

Make life easier for the person above you.

Better buried than bored.

We are all managers...we are all support staff as well.

The essence of management—regardless of your title—is making things happen.

Did the work I performed today help achieve a goal?

Don't be afraid to disagree—but be prepared to offer solutions.

Admit your mistakes. But learn from them.

Developing confidence in your skills is paramount in business and in life.

The job you're in should offer room to grow—or it's time to move on.

Impatience is a virtue.

Business is a game—keep score, try to win, play fair, and have fun.

Energy begets energy.

Individuals solve problems—not senior management.

If you feel time drags at the office, you need a new job.

If at the end of the day you haven't laughed, you've wasted the day.

Go ahead, take a swing. It's better to be faulted for being too bold than too timid.

Treating all employees equally is unfair to your star performers.

What are we doing right? What are we doing wrong? What can we do better?

If work isn't fun, there's something wrong. Well-paid drudgery is still drudgery.

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## **Goose says**

Witty and full of insights about a major corporation, I found parts of this book helpful as an EA. I would

have liked fewer stories about Jack Welch himself, and more about Rosanne Badowski and creative ways she managed him as a busy executive. Beneficial read, but I would have appreciated more concrete management tactics.

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### **Sandra says**

Wouldn't recommend it unless you are an avid admirer of Jack Welch. In all other cases, there are ingenious and funny and more inspiring books out there. Sorry Ro!

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### **Belal Khan says**

Excellent book that clearly outlines the idea of leading and managing those above you in a company. This is a must read for all young professionals.

Regardless of where you are on the corporate ladder, leading and managing folks is about building relationships, which as this book outlines by having; chemistry, trust, confidence, impatience (yes, impatience), energy, resilience, a sense of humor, common sense, preparedness, adaptability and behavioral flexibility, fairness, clear communication, teamwork, passion and purpose with those around you.

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### **Monica says**

A clear concise advice book on how to get things done when you work for a guy that "gets things done" on a global level. Badowski offer candid stories of how she learned on the job, made mistakes, read her bosses mind, and accomplished daily tasks in a way that fit his routine and made his achievements her own. She does not back down from digging in the trash to know what items he decided against and she would go out of her way to make sure the people who worked under her boss were prepared for his calls and meetings. One great takeaway: "Make the agenda of the person you are working for your own."

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