

Skillbook

Managing Up

Career
Skills



Mindtools

Managing Up

Skillbook

This Skillbook is published by Mind Tools Ltd.
21 Young Street, Edinburgh, Scotland, EH2 4HU.

Copyright © Mind Tools Ltd, 2025.
All rights reserved.

Version 5.0.

This Skillbook is protected by international copyright law.
You may use it only if you are a Mindtools member or have
received it under corporate license.

If you have any queries, please contact us at
mtecustomerservices@mindtools.com.

Contents

1.	Introduction	1
2.	How Good Is Your Relationship With Your Boss?	2
3.	How to Manage Your Boss	6
4.	Building Relationships With Powerful People	17
5.	Key Points	23

1. Introduction

We all want to work for a boss who's supportive, motivating and engaging. But even the best leaders have their weaknesses. They may struggle to juggle competing demands, they may be new to the job and lack experience, or they may simply have poor leadership skills. This may cause them to seem unappreciative, absent or, even, rude.

But having a good relationship with your boss can often be key to achieving a happy work life and a successful career. So, whether you think your boss is good or bad at their job, it's crucial that you find a positive way to work together.

Remember your boss likely has several projects on the go at once, not to mention lots of working relationships to manage. This may mean that you are not always at the top of their list. But, it's essential that they are at the top of yours!

And it's not just your relationship with your boss that's important. Building good relationships with other powerful, senior people in your organization can also be helpful, particularly if you need to win their support for your projects.

But, let's be clear – building good working relationships with the people in charge is not about “sucking up” to them. It's about learning techniques and strategies that will enable you to work successfully with them. In other words, it's about knowing how to “manage up.”

In this **Skillbook** we'll look at some things you can do to “manage up” successfully. In it, you'll learn:

- Some strategies that will help you to “manage up” effectively.
- How to build good relationships with your boss and other senior leaders in your organization.

Once you've completed this Skillbook, you'll be able to “manage up” more effectively, and you'll be equipped with the skills that you need to establish a strong network of allies in your organization.

2. How Good Is Your Relationship With Your Boss?

The relationship that you have with your manager can have a direct impact on your personal happiness and your career.

After all, they are the one who decides which tasks to assign to you, and what deadlines you need to meet. At the same time, they'll likely control promotions, salary increases, and many other important factors that can have a long-term impact on your career.

The level of satisfaction that you get out of your job will also be significantly influenced by your relationship with your boss. For instance, the way they treat you personally, the information that they give you, and the level of responsibility that they entrust to you will all impact how you feel about your job and how happy you are with it.

Over the course of your career, you'll likely have "good" and "bad" managers. A good boss will invite your opinions and respect them. They'll deliver on their promises, motivate you, and support your decisions. They'll generally be a joy to work with.

A difficult boss, on the other hand, may not listen to you at all. They may have a negative attitude, delegate little or too much work to you, blame you for their mistakes, or even be entirely absent.

The likelihood is that your boss will have both strengths and weaknesses, just like you. They may, for example, have a great positive attitude, which you find highly motivating, but lack organizational skills.

If this is the case, it's important to focus on their strengths, while doing what you can to compensate for their weaknesses.

In this chapter, we'll take a closer look at your relationship with your boss to help you to identify any problem areas that you can work on.

Action:



Work through the quiz on the following page. For each statement, check the box in the column that most applies to you. Be as objective and honest as possible.

Once you've finished, look up your score results and advice in the box on [page 4](#).

How Good Is Your Relationship With Your Boss? Assessment

Statement	How strongly do you agree with the statement?		
	Not at all strongly	Somewhat strongly	Very strongly
My boss regularly delegates interesting and engaging work to me.			
My boss has a positive, “can do” attitude, which I find highly motivating.			
My boss communicates my tasks clearly, so I always know what needs to be done.			
I feel listened to and understood by my boss.			
My boss is honest and transparent about the company’s progress and performance.			
My boss gives me regular feedback, and takes a genuine interest in my career.			
If I have a problem, I feel able to talk to my boss about it openly and honestly.			
My boss provides all the necessary training and support I need to fulfill my tasks.			
I know how to contact my boss and they are readily available, if I have a question or problem.			
My boss trusts me to work independently and make my own decisions about how I organize my workload.			

If you answered mostly...	Comment
Not at all strongly	<p>You may feel that you have a poor relationship with your boss. Perhaps they delegate little work to you or work that is not as challenging as you'd like. They may provide little support to you or – worse – are often completely absent. As a result, you may feel disengaged and demotivated.</p> <p>If this is the case, the best way forward is to be honest with your boss about how you're feeling, what you think the problem is and – importantly – constructive ways forward. For example, if you feel like lack of communication is a problem, could you request regular one-on-ones? Or, if you feel your boss delegates little or uninteresting work to you, could you ask to become more involved in a different project?</p> <p>It's also important to empathize with your boss – perhaps they're under a lot of stress or they lack confidence. There may be a reason for their behavior that you haven't considered, so be sure to think about whether there are other mitigating factors that could be impacting your relationship.</p>
Somewhat strongly	<p>Your boss may be a strong leader in some areas, but not in others. If this is the case, and you feel able to talk openly to them, explain the problem as you see it.</p> <p>Be assertive and clear, stick to the issue, and avoid getting personal. Most importantly, suggest constructive solutions to the problem. Your boss will likely be more open to change, if you come to them with positive ideas and solutions.</p>
Very strongly	<p>You likely have a great relationship with your boss. You find them highly motivational, and are happy and content with the work that they delegate to you. They are a great communicator and show a genuine interest in your career.</p> <p>Do your best to build on the rapport that you have already developed with your boss by being attentive, listening to them, and showing them that you are enthusiastic and positive about your role.</p>

Whether you already have a strong relationship with your boss or not, there are two key things you can do to develop and strengthen the relationship you have with them:

1. Establish Clear Lines of Communication

A good relationship with your boss depends on good communication. Asking for help and feedback, and flagging up any problems that you encounter will likely be much easier if you know how, and when, to approach them.

Think about how your boss likes to communicate. Do they prefer you to be direct and to the point? Or are they more relaxed and chatty? Find out what they prefer, and adapt your communication style appropriately.

2. Show Your Boss How You Operate

While it's a good idea to adapt your communication and working style to fit your boss's likes and dislikes, you also need to let them know what style of working suits you best, too.

A good boss will want to get the best from their people, because a well-performing team will likely be productive, work hard toward achieving its goals, and have a good reputation within the organization.

3. How to Manage Your Boss

At its best, your relationship with your boss will be based on mutual respect and trust, but when things aren't going so well it's good to know what you can do to improve the situation.

In this chapter, we'll look at five strategies you can use to develop your relationship with your boss in a positive way. These are:

1. Accepting that your boss is your boss.
2. Identifying and adapting to your boss's management style.
3. Helping your boss to look good.
4. Keeping your boss "in the loop."
5. Allowing your boss to make mistakes, and helping them out when they do.

Now, let's look at each of these strategies in more depth:

1. Accept That Your Boss is Your Boss

The statement above may sound a bit odd. After all, a boss is obviously a boss, right?

Well, not always in the eyes of some overly ambitious people. Perhaps you know someone, or there's someone in your own team, who feels that they are smarter and sharper than your manager. They may resent having to work for someone who is younger or older, for example, or who has only recently joined the company.

This ambitious person might feel that they should be the one "in charge" instead. They may even refuse to acknowledge that their boss has power and authority over their work.

This type of attitude can often lead people into trouble, and may even derail a promising career. After all, no organization is going to retain someone who is creating conflict or damaging morale.

In the end, the manager is unlikely to lose this kind of power struggle. Instead, it's usually the overly ambitious person who'll end up in trouble.

So, if you're in a situation where **you** feel that you could do a better job than your boss, the best course of action is to hold your ego in check. Remember that your boss may have certain skills or experience that you don't. And accept your circumstances.



Action:

Reflect on your relationship with your boss. Then answer the questions in the table, below.

Statement	Yes	No
Do you have doubts about your boss' ability to lead your team?		
Do you doubt how your boss got promoted?		
Do you struggle to acknowledge that your boss has power and authority over you?		
Did you want your boss's job?		
Do you think you would make a better boss?		



Action:

If you've answered "yes" to any of the questions listed above, think about things you can do to turn these negative thoughts toward your boss into positives, using the space provided below.

For example, if you lack confidence in your boss's ability, perhaps there are skills and experience that they have you haven't considered before.

How Can You Turn Negative Thoughts/Behaviors Toward Your Boss Into Positive Ones?

--

2. Identify and Adapt to Your Boss's Management Style

There are as many different management styles as there are managers, and there is no one "right" style.

In a creative organization like a start-up, for instance, a relaxed, laid-back management style may work well. However, in other, larger organizations, a highly-defined, hierarchical style may be more appropriate to achieve the necessary levels of quality and safety.

Whatever environment you find yourself in, it can be helpful to take some time to identify and understand the type of management style that your boss prefers, so that you can adapt to it. In other words, find out what style works best for them – and then make it work for you, too!

Look at your colleagues, and observe the strategies that they use to adapt to your boss' management style. A simple and effective way of doing this is to look at what attributes your boss values and praises in other people, and then develop some of them yourself. This will help you to meet their expectations and manage your work more effectively.



Action:

Identify the different aspects of your boss's management style by answering the questions on the following page. Then, next to each aspect that you identify, write down the actions that you can take to adapt your working style to suit it.

	Boss's Preference	Your Preference	How Can I Adapt?
How does your boss let you know what they expect of you (e.g. your work, behavior, etc.)?			
How does your boss like to receive information (in-person, by email or via a instant messenger)? Are there any situations where they have a different preference?			
How does your boss communicate their disappointment (e.g. privately or publicly)?			
How does your boss give praise?			
Does your boss like information delivered with lots of detail or do they prefer a brief summary?			
Does your boss like to follow rules to the letter or do they encourage creative thinking and innovation?			
Does your boss tend to micromanage your team or are they more "hands off?" Or do they strike a balance between the two?			
Does your boss always make decisions without consulting you? Or do they prefer to get the input from you and the rest of the team beforehand?			
How does your boss act toward their own manager?			

	Boss's Preference	Your Preference	How Can I Adapt?
How does your boss handle bad news or unexpected events? How do they cope when under stress and pressure?			

Your answers to these questions will help you to do two things:

1. First, you'll be able to establish what you and your boss have in common. These are the strengths that you should attempt to build on, to create a smooth working relationship.
2. Second, you'll be able to identify any potential areas of friction between you and your boss, and take action to avoid or work around them where possible.



Action:

List any areas of friction or potential problems that you identified when analyzing your boss's management style in the table, below.

Then, write down what you can do to avoid or minimize it.

Area of Friction	I can avoid or minimize this problem by...

Of course, you'll have your own preferred working style, too. But, bear in mind the number one rule, which is that your boss is your boss. Therefore, it is better to adapt to their working style than to expect them to adapt to yours.

However, there may be some aspects of your working style that your boss may want, or need, to accommodate. For instance, you might learn best by writing information down, or you might prefer using visual aids, such as diagrams or flow charts, to help you better understand processes.

If this is the case, let your boss know what they can do to help you to carry out your tasks to the best of your ability.

3. Help Your Boss Look Good (and Never Make Them Look Bad)

This may seem like obvious advice too, but team members can focus so much energy on their own careers that they forget to help the people around them – including their boss.

One of the ways that bosses win promotion is by getting the best from their people, and by helping them to produce outstanding results. Remember that a "win" for you is a win for your boss, and vice versa.

Most managers won't forget it if you help them to achieve recognition, and they will, in turn, make sure that your efforts and hard work are rewarded. Here are some ways that you can help your boss to look good:

- **Solve problems effectively.** If you're asked to do something important that seems impossible, do your best to think creatively.
- **Ask for help.** If you can't solve a problem yourself, be upfront about it and ask for help. If you believe what is being asked of you is unreasonable, analyze the situation to be sure before talking to your boss about it. And remember to be professional and assertive when you lay out the problem.
- **Keep your boss informed.** If you do encounter a potential challenge, keep your boss informed. Bosses hate surprises – and their bosses hate it even more!
- **Meet your deadlines.** If you're going to miss one, tell your boss well in advance, and explain why you won't be able to meet it.
- **Pay attention to detail.** Do your job in such a way that you leave little room for complaint. Ask for feedback from your boss and other senior people that you work with, to ensure that your work meets their standards.

- **Be loyal.** Demonstrate your loyalty and commitment to your boss by approaching your work with a positive, “can do” attitude.
- **Don’t bad mouth your boss.** Gossiping can damage relationships and create toxic work environments. Plus, it’s likely that anything you do say will get back to your boss eventually, which could damage your reputation.

Now, let's look at an example of how you can help your boss to look good:

Example:

Surinder has a new boss, Harry. He quickly recognizes that his new boss, Harry, is hopeless at organization.

As a reward for his outstanding work in a technical role, the company has promoted Harry into management. But, unfortunately, they haven't provided him with any training for his new position. In particular, Harry has no idea how to plan for the future. He simply doesn't have any experience of it.

Instead of talking about Harry's shortcomings to his co-workers behind his back, Surinder subtly lets him know that he has considerable planning experience, and would be happy to help Harry out with the project. Needless to say, Harry is very grateful to him for this.

Thanks to Surinder's contribution, Harry's project turns out to be a success, and Surinder finds that he now has a new and powerful ally at work.

Action:



Think about the points that we have just covered, as well as the example above. Then, answer the questions on the following page to clarify what you can do to help your boss to look good.

Describe a situation where you made your boss look good, or made it easier for them to manage you. What actions did you take? How could you repeat those actions in the future?

Describe a situation where you missed an opportunity to make your boss look good. What could you have done differently? What actions should you take next time a similar situation arises?

At the same time, make sure that you never behave in a manner that makes your boss look bad, or act in a way that requires them to defend and make excuses for you. After all, if you do something that your boss has to defend, then their superiors will begin to ask themselves whether they are in proper control of your team, and, whether your team is effective at all.

Some managers may exhibit self-sabotaging behavior. They may feel threatened by the high performance of you and your coworkers. As a result, they might be highly critical of your work or downplay your ideas. If this happens, be assertive and stay positive. And never let it affect the quality of your work.

Let your boss know that you are not a threat – you are simply trying to do your best for the good of the team. However, if their behavior persists, it may turn into bullying. If this is the case be sure to take steps to protect yourself.

On page 12 we looked at an example of how someone made their boss look good. So, on the next page, we'll look at the opposite of this – and explore how someone's negative behavior can impact their boss, their team and their own career, as well.

Example:

John is a team leader in a company that sells employee training systems. He recommends to a client, Aliya, that her organization should centralize employee training, to make it more consistent across its various locations.

However, John's subordinate, Dev, disagrees with his recommendations, and, without telling him, comments about this to a number of other senior managers in Aliya's organization. In contrast to his manager's suggestion, Dev tells them that they should keep the existing, decentralized approach, and work on improving training modules instead.

Naturally, Aliya becomes confused and angry because of the conflicting advice she's been given. After all, her organization is paying for a solution, not for more problems. So she tells John's boss, who comes down hard on him.

Furious that he's been made to look bad with both his boss and the client, John removes Dev from client work, and reassigns him to an administrative role. Unhappy and embarrassed, Dev decides to leave the organization just a few weeks later.

Even though Dev disagreed with John's recommendations, he should have gone to John first to explain his reservations about the situation. In the end, not only did Dev's actions damage his manager's prospects of promotions, but they damaged his own career, too.

4. Keep Your Boss "in the Loop"

The example above also demonstrates the negative impact that a "nasty surprise" can have when you aren't direct with your boss or you go behind their back. For a manager to do their job well, they need to make good decisions. And, to do this, they need timely, accurate and valid information from you and from the other people whom they manage.

These people need to be their "eyes and ears" when it comes to team projects, inter-departmental relationships, and the latest developments within the organization and the wider industry.

Team members who can provide their boss with this type of business-critical information will likely be highly valued. However, be aware that this doesn't mean "telling tales" or spreading rumors! If you do this, you could risk losing the trust of your colleagues, your boss, and other powerful people in your organization

Here are some suggestions that can help you to keep your boss firmly "in the loop"

- **Keep your boss updated on new developments.** When you're given new information that will likely impact your team, tell your boss straight away. This will help them to address any challenges that might crop up quickly and efficiently.
- **Never suppress bad news.** Even if a mistake has been made, be upfront about it to your boss. This will give them time to get ahead of the problem and make any necessary adjustments. The last thing you want is your boss finding out that you knew about a problem and failed to flag it.

- **Be accurate.** Don't rush to tell you boss rumors or information that you've heard "on the grapevine." Check your facts first. You need to be sure that your information is accurate, otherwise you could be accused of spreading fake news!
- **Be proactive.** If you identify a solution to a problem that affects your team, share it with your boss. Bosses want their team members to be creative and resourceful, and to come to them with solutions, not just problems.
- **Talk regularly to your boss about your career development.** Most managers will be happy to help you to progress, but they can't do this if they don't know what it is that you want to do or what skills you need to develop. It's in your boss's interests to discuss these things with their team. This way, they'll be able to manage people more effectively, because they'll have a better idea of their strengths and weaknesses.

5. Allow Your Boss to Make Mistakes and Help Them Out When They Do

Even a good boss can make mistakes. After all, no one's perfect.

Don't set your expectations of your boss too high, particularly if they are new or inexperienced. Remember, everyone has to have a first experience of managing others, but it would be asking a lot of a new manager to get everything right from day one.

Just like you, your boss will have certain strengths and weaknesses. The secret is to build on the strengths that you share, and either eliminate your weaknesses or compensate for them.

So, when you see that your manager is struggling with something that you know you can help them out with, pitch in! Part of your job is to support them. They'll likely appreciate your assistance, and it will improve your reputation as a resourceful and reliable team member.

Below we'll look at an example of how you can help to mitigate your boss' weaknesses.

Example:

Jane needs a decision from her boss, Mary, about a project that she's been working on. She's already sent her a couple of emails requesting a decision, but Mary is often too busy to reply. In fact, she's been locked away in a series of meetings over the past few days, so it's possible that she hasn't even read the messages yet.

In this situation, Jane might need to send Mary a gentle reminder. She could make a brief phone call or try to catch her on IM, or even leave a sticky note on her desk. Either way, she needs to let Mary know the date by which a decision needs to be made, so that she can ensure her project remains on track. Ultimately, this kind of reminder is not only in Jane's interest, but in Mary's as well.

If you, like Jane in the example on the previous page, struggle to get your boss's attention, there are a number of things you can do to help keep them stay focused on their priorities:

- Provide a draft of some work that they need to do – for example, you could create an agenda for your next team meeting. Most managers will appreciate this because it saves them time and it's usually easier for them to edit an existing document than to start from scratch. However, remember to check with your boss that they are happy for you to do this beforehand.
- Prioritize or schedule the things that you need your boss to do. They'll likely have lots of different demands on their time, so help them out by letting them know when their input is critical and when it's not.



Action:

In the table below, write down two or three of your boss's weaknesses. Then, in the column on the right, jot down how you might use your strengths to compensate for them.

My Boss's Weaknesses	I Can Compensate For These Weaknesses by...

4. Building Relationships With Powerful People

Bosses aren't the only ones who can influence your career path. Other senior people in your organization will likely impact it, too, at some stage.

So, if you're planning to stay with your organization for the long term, and you've got your eyes on a particular career prize, it would be smart to start establishing relationships with powerful people other than your boss.

Being able to "manage up" like this is an important career skill, and one that could help you to shine as a potential future star, if you handle it well.

The key to working successfully with powerful people is making an effort to actively develop relationships with them (without "stalking" them!) In other words, you must take responsibility for making these relationships work – they're not going to happen by themselves, after all.

So, what's the best way of connecting with these people without being too "pushy?"

In this chapter, we'll look at four things you can do to build your relationships with senior leaders and other powerful people in your organization.

These include:

1. Reverse recognition.
2. Building trust and rapport.
3. Communicating confidently.
4. Developing your personal brand.

1. Reverse Recognition

Most people respond to recognition, and are motivated by appreciative remarks. A powerful person is no different. So, the next time you see your boss, try one or more of the following:

- Compliment them politely and appropriately on a job well done.
- Say "thank you" when they give you additional support.
- Acknowledge it when they go the extra mile for you.

Be sure not to confuse these efforts with sucking up! To be effective, praise and recognition must be honest and sincere, and should be delivered in a genuine way. In other words, don't overdo it!

2. Building Trust and Rapport

One of the best ways to establish a strong relationship with your boss and other senior leaders in your organization is to work on building up trust and rapport with them. You can do this by:

- Interacting regularly with them, even if it's just to say, "Hi."
- Getting to know them as people – what they like and dislike, what problems they are having at work, and what solutions they are seeking.
- Remembering special dates, such as their birthdays or work anniversaries.
- Sharing information with them about the latest trends, technologies and developments in your field, and asking their opinions on these topics. Treat these conversations as an opportunity for you to learn from their experience, and they'll likely be happy to share their knowledge with you.
- If appropriate, ask about their lives outside of work to find out if you have any mutual interests (but don't push beyond what they are comfortable sharing with you).



Tip:

If you decide to use these kinds of strategies, be careful to take the person's cultural background, as well as their profession and generation, into consideration.

In some countries, taking a close interest in your boss's life is considered normal but, in others, such behavior may be viewed differently, and could be interpreted as someone who is overly familiar, sucking up, or acting strangely. So, it's also important to be culturally aware when building rapport with your colleagues at work.

3. Communicating Confidently

Powerful people tend to associate with similar personality types – that is, individuals who are self-confident and willing to ask for what they need. They will likely respect people who have a strong belief in their own value and in the value of others.

But self-confidence does not come easy to everyone. So, if you feel that you are not the most confident person in the world, don't despair. You can start building your confidence levels by doing the following:

- Do what you believe is right and be assertive about why you think your ideas are good and should be put into action. Back up your reasoning with well-thought out explanations, data and evidence.
- Show that you are willing to take risks and go the extra mile to achieve better things.
- Admit to any mistakes that you make and learn from them.
- Wait for others to congratulate you on your achievements. And give praise to others when they do something great, too!
- Accept compliments graciously and avoid bragging.
- Use appropriate body language – make good eye contact, sit or stand upright and avoid crossing your arms, avoid fidgeting, and use open hand gestures when giving presentations.
- Accept criticism and seek out feedback regularly. Avoid becoming defensive. Instead, use feedback as an opportunity to learn and improve.

4. Developing Your Personal Brand

Another way to build your self-confidence and get the attention of your boss or other senior leaders is by working on and perfecting your personal brand.

Your words, presentation and behavior all say something about your values, accomplishments and who you are as a person. People often make snap judgments, so developing a personal brand that ticks all the right boxes can help you to make a great first impression, while remaining authentic.

A positive personal brand can also help you to network with new people who share your interests within your own company and externally – all of which can lead to new learning and career opportunities. It can also help you to get noticed and stay visible at work.

Here are some steps that you can follow to begin developing your personal brand:

Step 1: Be Aware

The most obvious and convincing element of your brand is you – how you present yourself to people and how you interact with them.

So remember to listen actively to people and practice good emotional intelligence. This will enable you to better recognize their emotions, as well as your own, which will help you to develop stronger relationships.

Express your thoughts tactfully and clearly to win people's support. Your ability to make timely, intelligent decisions that take other people's needs into account will help to get you noticed by your boss and other senior leaders for all the right reasons.

Step 2: Identify Your USP

Think about what makes you unique – is it your great communication skills, your ability to organize projects, or your expertise in a particular area? This is your Unique Selling Point (USP) and it will likely encompass the things you see as your greatest strengths.



Action:

Identify your USP by writing out a list of skills, qualities and values that you see to be your particular strengths. Think about:

- What advantages you have that others don't (e.g. skills, education or experience).
- What you do better than anyone else.
- What other people (especially your boss) see as your strengths.
- Which achievements you're most proud of – how you've shown initiative or demonstrated positive behavior that have brought success to you or your team.
- What your key values are.

Then, write down between 5-10 of these in the boxes provided on the following page. Once you've listed your most important attributes – use them to write up a paragraph that summarizes your personal brand. This should explain your strengths and your unique value.

Step 4: Tailor Your Brand to Your Audience

Finally, you need to be sure who your personal brand is aimed at for it to be effective. When managing up, your target audience will likely be your direct boss and other senior leaders.

So, think about how your personal brand highlights the similarities that exist between your values and beliefs, and theirs. And how it showcases the experience and insight that matters most to them. For example, your boss might prioritize innovation and creative thinking, so think of examples from your personal and professional life that reflects these attributes.



Action:

Think about the values and attributes that your boss and other senior leaders in your organization believe to be most important. List five of these in the space provided, below.

Then, write out a short paragraph about how your personal brand and your personal strengths reflect these values and attributes.

Values and attributes prioritized by my boss and my organization:
1.
2.
3.
4.
5.
How does my personal brand reflect these values and attributes?

5. Key Points

The relationship that you have with your boss and other powerful people in your organization can have a significant influence on your happiness at work and at home.

After all, these are the people who decide what tasks to delegate, whether projects and ideas get supported, who gets a pay raise, and who gets promoted.

Powerful people often have many demands on their time and may have to manage large numbers of people, so it's up to you to put the effort into building strong relationships with them.

This is why it's useful to learn strategies for "managing up" – in other words, tools and techniques that enable you to work successfully alongside your boss and other powerful people in your organization.

There are a number of ways that you can do this. First, try to find out more about your boss's management style and think about how you can adapt to it. Second, get them on your side by keeping them informed, making them look good, and compensating for their weaknesses.

You can also work toward developing positive, long-lasting relationships with your boss and other senior leaders in your organization by using reverse recognition, building trust and rapport, and communicating with them confidently. Developing a strong personal brand that aligns to values and attributes that they prioritize can also help you to get noticed for the right reasons.

Furthermore, building strong and meaningful relationships with the people in charge will likely enhance your job satisfaction, create a positive work atmosphere, and get you closer to achieving your personal career goals.