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Lead Your Boss

The Subtle Art of Managing Up

THE SUMMARY IN BRIEF

Are you ready to take the jump from your current role — technical expert, quality producer or people person — to that of highly effective leader who gets noticed and rewarded?

Lead Your Boss will show you how. This invaluable guide helps you cultivate the balanced, cohesive and passionate leadership style called “managing up.” It’s a style that works from the middle ranks, where leadership often entails influencing your boss, your peers and those who report to you — all of whom are favorably affected by your commitment and contributions. Managing up is about building those traits that are most admired and appreciated, such as integrity, energy, empathy, resilience and big-picture thinking — classic leadership traits that propel people from any organizational rank on a fast track upward.

Filled with inspiring stories of people who accomplished great things by employing their skills, energy and influence for the greater good and packed with practical strategies and useful advice, *Lead Your Boss* helps you unite all members of your organization for an all-around win.

IN THIS SUMMARY, YOU WILL LEARN:

- How to think strategically, challenging yourself and your team to be more innovative.
- How to persuade others to listen to your ideas, overcome obstacles and turn influence into leadership.
- Strategies to challenge assumptions without challenging the individual above you, and break down resistance to change.
- How to exhibit resiliency in the face of adversity, turning setbacks into comebacks.
- A method to put people into positions where they can succeed.
- How to prevent yourself from getting in the way of others’ best work.



by John Baldoni

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THE COMPLETE SUMMARY: LEAD YOUR BOSS

by John Baldoni

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Prologue

Your organization needs a strategic resource allocation plan. With budgets being squeezed and headcount being trimmed, you need direction on what projects you should pursue and within what time frames. You have discussed this many times with your boss, but for some reason that you do not understand, she has not acted.

So what do you do?

You take action. You take the lead for your boss. You develop the plan on your own and submit it to her for approval. And if she approves it, you ask for permission to move it forward. In doing so, you are filling the leadership void through prompt and decisive action. You are demonstrating what it takes to lead your boss.

But, as you will discover, “leading your boss” is really a metaphor for leading from the middle. Those who lead from the middle are those who think big picture and can do what it takes to get things done so their bosses and their teams succeed. Very often such individuals lead their bosses, but they may also be leading their boss’s boss as well as their own colleagues and direct reports. Those who succeed at leading from the middle are artful and adept managers; they utilize their management skills to establish goals, plan projects, organize people and execute projects on time and on budget.

Not so easy to do, but it is possible when you rethink and reframe what you want to accomplish and how you want to do it. That is, you are not acting for yourself, but you are acting for the good of the organization. This requires initiative, persuasion, influence, persistence and no small amount of passion. Taken together, this is what experts call “leading up.” ●

PART I: WHAT DOES THE LEADER NEED?

Leading Up

Eleanor Roosevelt was born to privilege, and she used it not for power, but for influence. Leading up starts with identifying an opportunity and then acting upon it. Roosevelt demonstrated what it means to lead through others, the very essence of what it means to lead up. Additionally, Roosevelt possessed something that is critical to leading up: energy. Energy is a matter of drive, the will to make things happen. As such, it is a vital leadership attribute and one that must be cultivated. One who leads up may face varying degrees of opposition and resistance, thus it is necessary to keep oneself not only focused, but energized by the task at hand. Energy not only fuels the individual; it sparks the organization and, for that reason, those who lead up must use it wisely.

Energy is especially important for those seeking to lead their bosses and their peers; it becomes the fuel that leads to the enthusiasm that is so necessary to driving change throughout an organization.

I read recently about an executive who said that his day was focused on getting up each day and doing as much as he could until he felt he could do no more. He was working for a nonprofit, but his schedule was a recipe for organ failure, starting with the brain. No matter how much good intention you have, you need to stop and take a deep breath. Working nonstop day after day without time off breeds narrow thinking and diminishing results.

Persuade Up

Leadership depends on persuasion. You need to give a reason for people to believe in what you stand for.



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Politicians do this in public; corporate types do it behind closed doors. The challenge for both is to present their ideas in such a compelling way that people not only want to believe, they carry them to fruition.

Assert Yourself Diplomatically

Managers on the way up want to make certain that they are “assertive enough,” while those at or near the top are sometimes advised to be “less assertive.” Assertive leaders are confident as well as decisive; they radiate power and seem in total control.

There is another side of assertiveness, however, that is less talked about. Let’s call it “reflective assertiveness,” or a form of quiet power. It is confidence that emerges from experience, of having endured trials as well as triumphs. It may be a form of resilience, too. Getting knocked down a few times takes the edge off the ego, but getting back up again enhances the ego. Why? Because you know you have what it takes to persevere, to get back into the game and ultimately succeed. Reflective assertive leaders know they can do it because they have done it. Such assertiveness is wise to cultivate.

The boss needs someone who can think, act and be accountable for results. Those are the cornerstones upon which the leading up process rests. But in leading up, the person leading up demonstrates a degree of selflessness so that the organization can benefit. ●

Thinking and Acting Strategically

“We knocked the bastard off” were among the first words that the world at large heard from a lanky, muscular New Zealander, Edmund Hillary, who together with *[his Sherpa guide]* Tenzing Norgay had just scaled the world’s tallest mountain, Mount Everest.

Hillary lived to serve a greater cause. Climbing Everest was a beginning for Hillary. In time, he saw his life as one where he could leverage his celebrity, which was enormous, to a greater good. Through a trust in his name, Hillary raised money for the Sherpas and devoted his own time and resources to creating a new infrastructure for the people he so admired.

One of the most common frustrations I hear from leaders who are asked to lead up is the challenge to think strategically. Often they get this admonition from their boss during an annual performance review. The comment may be valid, but the insight is vague because the boss seldom defines what is meant by “strategically.” By nature most middle management jobs are tactical.

When you are challenged to be strategic, however, you need to take a step back from tactics, that is, from

What Edmund Hillary Teaches Us About Leading Up

In climbing Mount Everest, as well as throughout his life as an adventurer and philanthropist, Edmund Hillary worked the system. He knew how to operate as a member of a team, as on Everest, but he also knew how to create a team, as in his efforts to improve the infrastructure of Nepal. Hillary also knew when to go outside the system, as he did so often in order to get things done. Working the system begins with prioritization. That is a lesson that anyone seeking to lead up needs to understand and implement.

the “doing,” in order to give yourself distance from the task at hand. You must learn to think big picture.

Edward de Bono, the father of lateral thinking, advocates looking at a problem sideways, or adopting an alternate point of view. For example, compare Target to Kmart. Most shoppers to both stores are female; though for years Kmart stocked shelves closest to the door with automotive supplies, things that men wanted. Target, by contrast, is more inviting, not only to women but to all customers. Is it any wonder that Target has thrived while Kmart has struggled?

Creativity and innovation should be cultured and nurtured. Bill Joy, former chief technology officer at Sun Microsystems and frequent commentator on technology issues, believes in innovation on a small scale, as peopled by the “number of seats at a table at the local restaurant.” By enabling a group to get together informally to eat, discuss and debate, new ideas may take root. Very importantly, Joy believes that if no “radical” ideas are generated, “the groups should be disbanded without retribution.”

Apply What You Learn Strategically

The gifted writer and psychologist Mihaly Csikszentmihalyi has developed a theory about living the purposeful life. He calls his theory “flow,” which he defines as living connectedly with others in ways that add meaning to whatever it is we do. Integral to the concept of flow is communication. Communication is the means by which individuals connect with one another on multiple levels: information, purpose and community. The challenge for leaders is to use their communication for just those ends. Specifically, managers need to turn information into meaning, that is, knowledge they can use to improve performance. The trouble is that we live in a world where we are bom-

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barded by information 24/7; therefore, keeping up with the stream of information is not only impossible, it is overwhelming. However, the solution is not to seal yourself off from the world like a hermit — rather, accept the information, but in ways that add meaning to what is important. ●

Pushing Back the Right Way

While many in senior leadership positions do acknowledge the virtue of honest criticism, they bristle when that critique comes from those subordinate in rank. The boss's attitude is, "How dare she speak to me like that?" Well, truth be told, the question should be, "How dare she NOT speak that way?" Criticism rooted in fact about the business or about the management of that business is necessary.

Since honest feedback is essential to running any organization, it should be cultivated so that employees feel free to critique their higher-ups; and in turn, those higher-ups feel comfortable accepting such feedback. Giving criticism to a boss requires the velvet glove treatment. Here are some suggestions:

Be Diplomatic. If you are going to criticize your boss, you'd better be right as well as diplomatic. For example, if you have a boss who's heavy-handed with subordinates in meetings, cutting them off before they can make their points, it is acceptable to offer constructive criticism. Do not say, "You're being mean." Focus instead on what the boss is doing wrong and how it is affecting the performance of others. You may need to cite specific incidents, e.g, a staff meeting or a project review.

Find the Right Way to Disagree. Part of leading up means disagreeing with your boss. There is a right way to do it and a wrong way. The right way is to act like the professional; the wrong way is to act impulsively.

Play it straight. Let the boss open the argument. Allow her to explain her case; she will regardless. Remain calm. Do not try to interrupt. Ask questions that elicit information, but do not seek to interrupt needlessly. Then when the boss is finished, ask to make your case. Be organized as well as straight to the point. Invite dialogue. Listen to her objections. Hold firm to your convictions. When you conclude, allow your boss to have the last word. Assure her that you will support her decision. That may be painful, but it will demonstrate that you are willing to go along with the flow. It may also open the door to future discussions and disagreements, some of which you may win.

Agree to Disagree

Act professionally. Most of the time, if you and your boss disagree, she will win the argument because she holds power over you and your peers. Accepting that fact does not mean you are a pushover. It is a sign of organization savvy.

Never acquiesce in matters of conscience or ethics. If your boss asks you to do something illegal, a flat no is the only acceptable answer. This is very easy to say but can be hard to implement if you fear losing your job. However, losing your job may be preferable to a jail sentence. There are many people serving prison time for going along with a supervisor's scheme. Stand up for what is right. That is the ultimate measure of leading up.

Bosses are owed open and honest feedback just as employees are. A coaching conversation opens the door for genuine dialogue. Position yourself as the big-picture thinker, that is, providing insight that the boss can apply to his situation. Frame your conversation in ways that demonstrate that you are interested more in what's good for the team than what is good for yourself. ●

PART II: WHAT DOES THE TEAM NEED?

Letting Others Create the How

A leader who puts others ahead of self is one who leads physically from the front where he can be seen in times of strife, but leads metaphorically where he cannot be seen so that others share the credit for things that go well. In this sense the leader has created conditions where people can lead themselves.

Every manager needs to set clear expectation for performance. Leaders who lead up gain in influence by giving their power away and, in return, the organization operates more effectively.

How each department conducts itself should be in line with the values and culture of the organization. Management, especially those in the middle, and employees can work together according to a model that boils down to three key elements:

Coordinate with others. Never assume that people will work together; make it known that it is a requirement.

Cooperate. Every manager needs to communicate why employees need to cooperate. Cooperation within the team is working together for a joint purpose.

Collaborate. Collaboration is the art and practice of two or more people pooling resources and talents to get the job done in a timely and efficient manner.

Compromise

In a free market society, conceiving, developing and delivering a product or service is filled with hundreds of compromises that balance the needs of the consumer to obtain value with the needs of the producer to make a profit.

Compromise is not a betrayal of values; it is an agreement over a position where both sides come away with something to their liking. Not every compromise is a good one. General Motors' (GM's) compromise with its unions over health and pensions has resulted in legacy costs of at least \$1,400 per vehicle; that was a contributing factor to GM's financial collapse that required the intervention of the federal government and bankruptcy to save it. On the other hand, compromise between oil producers and the environmentalists has resulted in the implementation of drilling methods that are more ecologically compatible as well as the creation and preservation of natural habitats.

Get the Job Done

As much as managers in the middle might strive for team harmony, there are many times when reality dictates that the job comes first. In other words, managers must ask their folks to put up and shut up. Such occasions occur when resources are tight, manpower is in short supply and time is of the essence. Crises provoke urgency, and managers must act first and play to the gallery later. Take the example of an engineer responsible for quality improvement who inherits a project that is floundering. The best way forward is to ask the team what they would suggest and then implement their ideas quickly, together with the manager's own best ideas. When the project is righted, the manager who leads up can focus on the human equation. ●

Breaking Down the Doors

Experts who have studied influence from a behavior standpoint posit that influence comes down to two dichotomous strands: push and pull. Push indicates someone is forcing or compelling, typically by virtue of position or authority. Those on the receiving end must accept what is being offered.

Push is rooted in power. Pull, on the other hand, implies persuasion, typically where the person pulling has little or no authority. The party who is being influenced has the right of refusal. Both power and persuasion are forms of influence; both are important tools in the process of leading up.

The View Looking Up

A while back, I received an email from a young man requesting my advice on gaining the ear of senior management for his ideas. As he explained in his e-mail, he was a good communicator in social situations, but wondered how he could become a better communicator in upward business communication. He seemed to be doing all the right things, working hard, showing willingness to make a positive contribution and generating ideas that complement strategic goals. The situation facing this young man — that he was not connecting his ideas to the needs above him — is not unique, sadly, it happens all too often. The consequences of failing to be heard can be costly. So, let's show how a manager who needs to sell an idea upward can do it:

Know the real situation. A misstated or misused fact will give those against you the ammunition they need to destroy your argument and perhaps you in the process. If you are proposing a new product, process or service, know how it will benefit the company financially (improving the bottom line) as well as performance wise (improving work conditions). Be certain to include the competition in your analysis. Companies, like ideas, do not operate within a vacuum.

Develop your story. Fact checking is only step one. Develop an argument, both written and oral, that presents your ideas in terms of the business case. You can be artful in your formal presentation: tell a story, paint a picture or even develop a skit. What you want to do is make your idea come alive, not simply in terms of business metrics, but in what the idea will mean to people — employees, customers and shareholders. Also, make certain you craft a 30-second elevator speech that captures the essence of your idea.

Build a coalition around your ideas. You need allies. Start spreading the word among your peers. Win them over to your side with the strength of your argument as well as an offer to do something positive for them, e.g., support one of their ideas.

Leverage your customers. If you frame your idea in terms of what they are asking for, you will stand a better chance of being heard. By adopting your customers' point of view, you become their advocate.

Keep pushing. Too many good ideas are forfeited the first time someone says no. Find out why the idea was rejected. Perhaps you need to make an adjustment in the idea, add some new element or combine it with another idea from someone else. If you keep pushing, sooner or later your tenacity will win you some points, as long as you are earnest, courteous and in keeping

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with corporate strategies. In other words, your idea might not fly, but your career will. ●

Working the System

Those who are in the middle of the hierarchy are well poised to challenge assumptions because they see the effect of assumptions that do not work. At the same time, those in the middle find it uncomfortable to go against those in authority. That is a natural feeling, so what the manager who seeks to lead up needs to do is find ways to challenge assumptions without challenging the individual above him or her. That is, frame the challenge over ideas not personalities.

Establish Meaningful Priorities

Crises cannot be predicted, but they can be planned for, subsequently managed and even worked into the normal job flow with enough forethought and, yes, you guessed it — prioritization!

Knowledge is power. Unlike information, which can be withheld, knowledge resides within the capability of people to do their jobs. Sharing knowledge is paramount; effective teams are those where managers and members share what they know and do in order to get things done the right way. Such cooperation has another benefit — it evokes trust.

Manage the Mind

While managers need to stop doing day-to-day tasks, they should never surrender their skill set. One reason why so many companies stumbled and fell in this last recession is that they had outsourced key decisions to strategic consulting firms and seemed incapable of making decisions themselves.

Keeping a hand in the doing is essential to management, especially those leading up. Yet it can have a downside. Too much doing will be interpreted as micro-management; too little doing will be regarded as loafing. ●

PART III: WHAT CAN I DO TO HELP THE LEADER AND THE TEAM SUCCEED?

Bending But Not Breaking

Answering the question of what you can do to help both the leader and the team succeed requires the ability to match skills and the ability to do the right thing. Such a leader must be tough and resilient, a teacher of others, and one who leads with authority and presence.

So often leadership is needed not when things are going well, but when things are going, or have gone, bad. It is times like this that you need a leader to rise up, look the odds in the eye and persevere.

It takes a leader with a good sense of self to survey the landscape and assess the chances for success as well as failure. The concept of SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) demands this discipline. Leaders who look at the odds, even though formidable, owe it to their people to communicate them.

Acknowledge Failure

Somehow in management, we forget the learning curve and expect perfection immediately. This leads to projects that prematurely stall or to teams being disbanded before they have the opportunity to click. CEO of Starbucks, Howard Schultz, keeps copies of a publication, *Joe*, that the company bankrolled; it was an utter failure. The copies serve as reminders of failure, but also of the need to keep going. Acknowledging the odds and the setbacks can lead to learning lessons.

Treat People with Fairness and Equality

There is another side of resilience that pertains to middle management: the need to be tough for the good of your organization. The Constitution ensures equality in terms of gender, ethnicity, conditions and treatment. It does not, however, mandate that bosses treat performance equally. Good performance must be demonstrated and managers must ensure that it is maintained.

Let me illustrate with a story. Say you are the owner of a restaurant and the hostess comes in late; you fire her. If a waitress is tardy, you dock her an hour's pay. If the dishwasher strolls in an hour past clock-in-time, you get him a cup of coffee, sit him down at the table and ask, "What's going on? Anything I can do for you?" Why would an owner do this? Because you don't want to spend the night washing dishes!

Fairness must be a cornerstone value of every enterprise; so too is equality. Every employee deserves the right to be provided the tools, resources and conditions to succeed. However, when employees outperform the standards, they deserve recognition and reward, be it in the form of a bonus, a raise or a promotion. Yet discussions with managers show, time after time, that managers often end up mistreating top performers while rewarding underperformers, like the tardy dishwasher. Why? Sometimes, as in the case of the dishwasher, an underperformer is doing a job no one else wants to do. Or, more often, it's because the manager feels sorry for the laggard and, in a misguided way, lets the slacker off the hook.

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Integrate Fairness Into Change

Managers owe it to their employees to be fair in all dealings, particularly when it comes to performance evaluations. Often, performance objectives are set early in the year. Those objectives may be challenging, but they should be attainable. What happens, however, is that changing conditions internally or externally necessitate change, so employees are given new priorities or even new reporting assignments. What fails to keep up is the performance objective process; new objectives never seem to become written objectives. Therefore, managers owe it to their employees to keep real-time track of objectives and metrics so that performance is evaluated fairly.

Promote the Stars

Just as underperformers may be asked to show improvement, those who achieve should have opportunities for advancement in pay, rank or both. Treat those who produce well and the rest of the business will take care of itself. This is wholly fair. What is not fair is withholding opportunities for people to show their mettle. Fairness dictates that people be given resources and timelines to succeed.

Doing good for the organization requires resilience because you are pushed and pulled by forces above and below you. Remember then that resilience is rooted in your character; it dictates how you think and act. Every successful leader, especially those in the middle, has dealt with adversity. The bigger the challenges surmounted, the greater the reservoirs of resilience. The challenges to our resilience are constant throughout every phase of our lives. How we rebound and cope with them marks our character as well as our capacity to lead. ●

Preparing Others to Lead

Leading up requires the ability to develop the talents of others. This is important for two reasons: one, you need to demonstrate that you know how to lead others; and two, putting others into leadership positions gives you the time you need to think and act strategically, that is, to lead your boss and your team more effectively. Senior leaders value these skills, thus, it is critical that you practice them so that you prove you are ready and prepared to assume roles of greater significance and importance as your career progresses.

Differentiate Between Talent and Skill

Developing others begins with learning how to differentiate between talent and skills. In this I defer to the

definition that Marcus Buckingham and Curt Coffman use in their book, *First Break All the Rules*. According to these two consultants from the Gallup Organization, talent is the proclivity for doing something; skill is your ability to do it. The two are not synonymous. For example, an engineer has a talent for uncovering why things are the way they are. His skill set is the processes he has mastered to analyze and problem solve. Putting him in a situation where he can apply his skill set to diagnose problems and devise solutions is ideal. On the other hand, if you put this engineer in a sales role where he must call on customers all day, the situation is less than ideal. Finding the right slot for this engineer is the job of management. Often, the biggest challenges in management are dealing with people who have been placed in the wrong slots.

Look Under the Surface

We are all familiar with the way coaches move players from one position to another; for example, a running back becomes a defensive back or a receiver becomes a safety. When those position swaps work, it is a credit to the coach who took the time to evaluate each player and match according to team need. The same rule applies to managers. Employees may hire in at one level but, in time, develop skills that are best suited elsewhere. They will never get the opportunity to move, however, if they are not asked.

Create Challenges

All of us like our comfort zones; it is where we are productive. But in an organization where things change rapidly, your comfort zone is someone else's target of opportunity. Therefore, it is up to the manager to challenge her people by pushing them to develop their skills and tackle more demanding roles of responsibility. The manager does this by coaching workers and discovering what they are capable of doing and what they want to do. Such challenges are not for everyone, but for those people looking to move up the ladder, such challenges are welcome opportunities.

Humanize Supervision

Supervision is integral to management and is something that those leading up must practice daily. Supervision requires a deft touch as well as occasionally a swift kick. How you communicate can give you clues on when you nudge or when you back off. If an employee seems at sea on a problem, you have a conversation for three reasons: one, to find out what is going on work-wise and what actions you need to take to achieve results; two, to discover how your people

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think and act and what makes them tick; and three, to gain insight into yourself and what you need to do or not do the next time.

Address the Negatives

Few managers walk into a new department without challenges. The manager may be hired from the outside, may be younger than most on the team or may have been promoted over others in the organization. None of these factors should have any bearing on the manager's competency, but unless they are addressed and defused they will fester and foster the development of factions, those for and against the new manager. Make it known right from the start that you want everyone's input and support and that you expect it. Furthermore, make it known that you will support them, too. For example, you can cozy up to a veteran by asking his advice in navigating bureaucracy. And when things go well, make certain he gets immediate credit. ●

Leading With Presence

Passion, like the attributes of energy and resilience discussed earlier, is essential to leading up because it means you genuinely care about results and how to achieve them. Passion in leaders is rooted in a concern for people, specifically in mobilizing them for a greater purpose.

Passion and enthusiasm combine in the leader to create a sense of presence. More specifically, leadership presence, which I define as "earned authority." Presence is the tangible essence of power that flows from an individual's ability to do a job — and, more specifically and importantly, to enable others to do their jobs individually and collectively. Those seeking to lead up must communicate passion for the work in two ways: one, a passion for the work itself; and two, a passion for the people who do the work.

Talk Up the Work

Entrepreneurs excel in this aspect of business-building. They are enamored with the process of getting their product or service to market. When you are around such people, you can feel the enthusiasm they have for their work. And if the idea is good enough, others are attracted by the business and join it. They, too, talk up the work and how it benefits their customers.

Recognize the Work of Others

You create passion the same way you lead — by example. When a manager opens a staff meeting with a "pat on the back" to those who have done a good job,

she is sending a message that contributions matter. When people feel their work is important, they feel more important. And in time they may even feel some passion for what they do.

Understand the Need for Optimism

If you have enough optimism, you can accomplish great things. Optimism is essential to leadership. One reason is that leadership, by nature, is aspirational. It appeals to people to look up rather than down, to look at possibilities rather than obstacles and to see opportunities where others see defeat. Optimism is rooted in hope. It provides people with a reason to believe in something better, that all things are possible.

Optimism is rooted in the art of making things happen. When problems occur, think first of ways to overcome them. Then look deeper to ways to capitalize on them. Entrepreneurs are preternaturally optimistic because they see opportunities where others see failure.

Looking up, as optimists do, can cause you to run off the road or even into walls. Too much optimism is like putting sugar on sugar-coated cereal or adding salt to potato chips. It's an overdose. Too much optimism is seen as naiveté. People want their leaders to have a firm grasp of the situation, and to be realistic about problems as well as possibilities. One who smiles at problems rather than tackling them is perceived as a lightweight. But throughout tough times we want to follow someone who understands the severity but can still manage to be optimistic.

What You Need to Do to Lead with Presence

You need to lead yourself before you can lead others. You need to know what you are made up of. Character and conviction matter. You must also act the role of a leader by being present and available. Leaders set the right example. In truth, example is what counts most. It creates the foundation upon which trust can flourish. Your example is your character in action. Words matter sometimes; actions matter more. ●

RECOMMENDED READING LIST

If you liked *Lead Your Boss*, you'll also like:

1. ***The 360 Degree Leader* by John C. Maxwell.** Learn to develop your influence from wherever you are in the organization. Maxwell reveals the skills needed to make an impact at every level.
2. ***Leading Outside the Lines* by Jon Katzenbach and Zia Khan.** The authors examine the interaction between the formal and informal segments of an organization and how you can lead both to success.
3. ***Taking People With You* by David Novak.** Novak offers a step-by-step guide to setting big goals, getting people to work together, blowing past your targets and celebrating after you shock the skeptics.