

When Suck-Ups Attack

*Changing What You Can
'Making Peace'
with What You Can't*

Marshall Goldsmith

Marshall@MarshallGoldsmith.com
www.MarshallGoldsmithLibrary.com

strategy+business

**MARSHALL
GOLDSMITH** PARTNERS
LLC

How Successful People Become
Even More Successful!

What Got
You Here
Won't Get
You There



MARSHALL GOLDSMITH

"...Marshall's proven improvement process ROCKS!"
—Alan Mulally, CEO, Ford Motor Company

WITH MARK REITER

Goals for Today

- **Understand why ‘sucking up’ works – in spite of everyone saying that they hate it.**
- **Be able to apply a system for ‘effectively influencing without line authority’ and without ‘sucking up’.**
- **Better ‘make peace’ with what you cannot change.**



Why 'sucking up' works

- Every company says 'we hate suck-ups'
- Every leader says 'I hate suck-ups'
- Why does so much 'sucking-up' go on???
- The dog story
- A problem that is very easy to observe – in everyone else!
- The higher we go – the worse it gets!



How to avoid 'encouraging suck-ups'

- Rank order your direct reports – or co-workers – on how much:
 - - Do they like me?
 - - Are they like me?
 - - Contribution they are making to our company and customers?
 - - Positive, personal recognition I am giving them?



Effectively influencing up (or without direct authority)

**“The greatest wisdom not applied to
action and behavior is meaningless
data.”**

- Peter Drucker



Bashing the Boss

- Recent research on time wasted either complaining about management – or listening to someone else complain
- When employees ‘bash management’ they:
 - Waste their time and the company’s time
 - Demeaning themselves
 - Hurting the company
 - Come off as hypocrites
 - Communicate a lack of courage
 - Depress themselves and others
 - Do not enhance their careers



Effectively influencing up

- *When presenting ideas without line authority, realize that it is your responsibility to **sell** – not their responsibility to buy.*
- *Focus on contribution to the larger good – not just the achievement of your objectives.*
- *Strive to win the “big battles” – don’t waste your energy and “psychological capital” on trivial points.*
- *Present a realistic “cost-benefit” analysis of your ideas – don’t just sell benefits.*



Effectively influencing up

- ***“Challenge up” on issues involving ethics or integrity – never remain silent on ethics violations.***
- ***Realize that your upper managers are just as “human” as you are – don’t say, “I am amazed that someone at this level...”***
- ***Treat upper managers with the same courtesy that you would treat partners or customers - don’t be disrespectful.***



Effectively influencing up

- ***Support the final decision of the team – don't say, "They made me tell you" to direct reports.***
- ***Make a positive difference – don't just try to "win" or "be right".***
- ***Focus on the future – "let go" of the past.***



‘Making peace with what you cannot change’

- **The best advice I ever received**
- **A new me**
- **I want my children (or young people who look up to me) to be**
- **‘Leave it at the stream’**
- **‘The empty boat’**





Additional Resources

- To read the strategy+business article, “The Favoritism Test” by Marshall Goldsmith, please visit:

<http://www.strategy-business.com/press/enewsarticle/enews022707>

- To obtain a copy of the book, *What Got You Here Won't Get You There: How Successful People Become Even More Successful*, by Marshall Goldsmith and Mark Reiter, please visit:

<http://www.amazon.com/dp/1401301304>

- Slides and recording: A recording of the event and the presentation slides will be posted at:

<http://www.strategy-business.com/webinars>

Contact Information:

Marshall Goldsmith, marshall@marshallgoldsmith.com

Website: www.MarshallGoldsmithLibrary.com