

# APPENDIX A: BUILDING UPWARD CREDIBILITY

We asked 170 leaders (from first-line managers to senior executives) what their team members did that most frustrated them and eroded value. These are nearly guaranteed to be credibility killers and are listed below:

## CREDIBILITY KILLERS

Aka Fifteen Surefire Ways to Alienate Your Boss

1. Give your boss problems without solutions.
2. Wait for your boss to tell you what to do.
3. Make your boss chase you down and remind you what to do.
4. Don't worry about the big picture; just do your piece.
5. Ask your boss about your next promotion or raise.
6. Send long, meandering emails.
7. Bad-mouth your colleagues, create drama, and stir up conflict.
8. Surprise your boss . . . with bad news . . . at the last minute . . . when nothing can be done.
9. Ask to revisit decisions that have already been made.
10. Leave out inconvenient facts and the other side of a story.
11. Blame others for your own mistakes.
12. Agree to your boss's face but disagree behind his or her back.
13. Tell your boss that something is not your job.
14. Listen to your boss's feedback, then ignore it.
15. Show up late to meetings, multitask, interrupt others.

**CREDIBILITY BUILDERS**

Aka Fifteen Ways to Earn Trust

	<b>IMPACT PRACTICES</b>					
	<i>Do the Job That's Needed</i>	<i>Step Up, Step Back</i>	<i>Finish Stronger</i>	<i>Ask and Adjust</i>	<i>Make Work Light</i>	
1. Doing things without being asked		✓				
2. Anticipating problems and having a plan to solve them	✓					
3. Helping your teammates						✓
4. Doing a little extra			✓			
5. Being curious and asking good questions				✓		
6. Asking for feedback				✓		
7. Admitting your mistakes and fixing them fast				✓		
8. Bringing good energy, having fun, making others laugh						✓
9. Figuring out what to do for yourself	✓					
10. Finishing a job without having to be reminded to do so			✓			
11. Cooperating with your boss						✓
12. Being willing to change and take smart risks				✓		
13. Getting to the point and telling it to your boss straight						✓
14. Doing your homework and coming prepared						✓
15. Making your boss and the team look good						✓