

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

- 01 — Give your boss problems without solutions.
- 02 — Wait for your boss to tell you what to do.
- 03 — Make your boss chase you down and remind you what to do.
- 04 — Don't worry about the big picture; just do your piece.
- 05 — Ask your boss about your next promotion or raise.
- 06 — Send long, meandering emails.
- 07 — Bad-mouth your colleagues, create drama, and stir up conflict.
- 08 — Surprise your boss . . . with bad news . . . at the last minute . . . when nothing can be done.
- 09 — 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

Our interviews with 170 leaders also taught us ways to *build* credibility at work. See the chart below to learn how you can build trust.

| Impact Practices | Do the Job That's Needed | Step Up, Step Back | Finish Stronger | Ask and Adjust | Make Work Light |
|--|--------------------------|--------------------|-----------------|----------------|-----------------|
| 01 — Doing things without being asked | | ✓ | | | |
| 02 — Anticipating problems and having a plan to solve them | ✓ | | | | |
| 03 — Helping your teammates | | | | | ✓ |
| 04 — Doing a little extra | | | ✓ | | |
| 05 — Being curious and asking good questions | | | | ✓ | |
| 06 — Asking for feedback | | | | ✓ | |
| 07 — Admitting your mistakes and fixing them fast | | | | ✓ | |
| 08 — Bringing good energy, having fun, making others laugh | | | | | ✓ |
| 09 — 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 | | | | | ✓ |