

THE CORE TRUTH

Doing great work isn't enough.

You can't assume your brilliance is being accurately reported up the chain. If you're not shaping the story, someone else is; and they might not be getting it right.

It's your job to connect the dots for others – to show the impact, not just the effort.

KEY TAKEAWAYS

- Don't outsource your reputation. Communicate your wins directly and regularly.
- Relationships beat reports. The most influential people talk; they don't wait to be summarised in an update deck.
- Managing up is about helping decision-makers see what matters.
- Perception gaps are career traps; close them before they close you out.

ACTION MOVES TO TRY

- After your next big project or milestone, write a 3-line update: What changed? Who benefitted? What's next? Share it.
- Book a 15-minute "perspective check" with your boss or key stakeholder. Ask: "How is this landing for you (and up the chain)?"
- Practice saying your achievements out loud. (Yes, it might feel cringey. Do it anyway.)
- In your next team meeting, highlight someone else's success and your part in enabling it - shared credit builds trust.
- Notice who controls the narrative in your organisation and start getting in the room or on the call.

**DON'T
WAIT TO BE
NOTICED**

CONVERSATION STARTER WITH YOUR BOSS

- "I realised I've been assuming my results speak for themselves. I'd love to find a better way to share outcomes and insights with you. What works best for you?"

ADD THIS TO YOUR BOLD MOVES BANK

- Pin this line: "If you don't tell your story, someone else will (and they won't tell it as well.)"
- Celebrate every time you make your work visible without apologising for it.
- Keep a quick 'impact log' to track what you've delivered and how it's been seen.