

# ARE YOU A GREAT BOSS OR A NOT-SO-GREAT BOSS?

If you are constantly frustrated with people who don't meet your expectations but you don't explain them clearly, you may be part of the problem.

Taking responsibility for poor employee engagement is the first step. Poor bosses blame factors "beyond their control" for poor employee performance. Great bosses rise to the challenge.

WHICH KIND OF BOSS ARE YOU? ☐ GREAT ☐ NOT-SO-GREAT



of employees worldwide are **not engaged** at work



of employees have **no idea** what their company's goals and objectives are



of employees are **unfamiliar** with the state of their company's performance



**don't understand** how their role helps the organization meet its goals

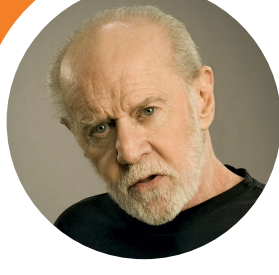
Disengaged employees cost the U.S. **\$500 BILLION** in lost productivity per year.

## NOT-SO-GREAT BOSSES

If you've been in the workforce for any length of time, you've probably worked for a not-so-great boss. You've witnessed firsthand how a boss who displays any of the four types of capacity can negatively impact a department or an entire organization.

"Most people work just hard enough not to get fired and get paid just enough money not to quit."

- GEORGE CARLIN



### 1. LOW EMOTIONAL CAPACITY

These bosses are usually oblivious to the signals being sent to them by their subordinates and how their behavior impacts others. At best, they make a superficial connection with their people.

### 2. LOW INTELLECTUAL CAPACITY

These bosses lack ability to visualize an outcome before taking a course of action. They tend to set objectives without anticipating resources needed to meet goals. They lack mental agility, overanalyzing some things and oversimplifying others.

### 3. LOW PHYSICAL CAPACITY

These bosses lack the stamina and energy necessary to see tasks to completion. They rarely leave the office to inspect what they expect. They're unable or unwilling to do the hard work, to get their hands dirty, and to pitch in when needed.

### 4. LOW TIME CAPACITY

These bosses are usually a whirlwind of activity who rob time from others while using theirs to pursue things that are "in the moment." They expect others to drop what they're doing to help them. They're late for meetings, behind schedule, and often overwhelmed.

THE 4 QUALITIES OF NOT-SO-GREAT BOSSES

## A NOT-SO-GREAT BOSS...

**Creates confusion:** They tell you what to do, but not why it's important.

**Never has time for you:** They don't take time to answer questions or share information you need to do a good job.

**Micromanages:** They take on tasks that they've hired you to do and don't allow you to learn from your mistakes.

**Puts himself first:** They take credit when things go right and lay blame when things go wrong.

**Lives in the moment:** They're working "in" the business with no time to work "on" the business.

**Is inconsistent:** They communicate a "my way or the highway" message without stating clear expectations.

**Overuses email and texting:** They avoid having face-to-face dialogue to resolve issues.

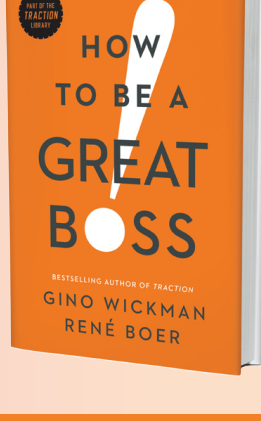
**Holds ineffective meetings:** They call ad hoc meetings that are filled with discussion and little resolution.

**Infrequently reviews performance:** They give feedback once a year leaving you guessing for the other 364 days.

**Rarely shows appreciation:** They don't say thank you or recognize you when you've done a great job.

"Bad bosses drive their best employees and eventually their best customers away. They feel threatened by people smarter, more capable, or motivated than them. They're unwilling to confront real issues or make unpopular decisions. They run from conflict. They're quick to point out flaws in others while ignoring their own."

- GINO WICKMAN & RENÉ BOER, *How to Be a Great Boss*



## GREAT BOSSES

As a boss, you must fully provide your direct reports with effective leadership and management. When you don't have the time to lead and manage, accountability slips because accountability comes from being a great leader and a great manager. You can't demand accountability or wish for it.

You must create it by applying a simple equation...

"The best executive is the one who has sense enough to pick good people to do what he wants done and self-restraint enough to keep from meddling with them while they do it."

- THEODORE ROOSEVELT



LEADERSHIP + MANAGEMENT = ACCOUNTABILITY

THERE IS A DISTINCT DIFFERENCE BETWEEN LEADERSHIP AND MANAGEMENT:

**Leadership** involves working "on" the business. It entails providing clear direction, creating an opening for people, and taking time to think.

**Management** involves working "in" the business, creating clear expectations, communicating well, and ensuring that things get done.

### THE FIVE LEADERSHIP PRACTICES™ OF GREAT BOSSES

1. Giving Clear Direction
2. Providing Necessary Tools
3. Letting Go
4. Acting with the Greater Good in Mind
5. Taking Clarity Breaks™

### THE FIVE MANAGEMENT PRACTICES™ OF GREAT BOSSES

1. Keeping Expectations Clear
2. Communicating Well
3. Having the Right Meeting Pulse™
4. Having Quarterly Conversations™
5. Rewarding and Recognizing

## A GREAT BOSS...

**Creates context:** They explain where you're going and why it's important.

**Makes time for their team:** They provide their personal time and attention to help you complete quality work.

**Gives you autonomy:** They expect you to do what you were hired to do.

**Puts the organization first:** They serve others and take responsibility when things go wrong.

**Takes time to focus:** They work "on" the business and look to the future, to be proactive, not reactive.

**Is consistent:** They explain exactly what is expected and are not irritated when you ask clarifying questions.

**Picks up the phone or stops by:** They aren't overdependent on email and solve issues face-to-face.

**Holds effective meetings:** They schedule meetings with clear objectives and focus on solving issues.

**Reviews what's working and what's not:** They meet with you quarterly to give (and receive) feedback.

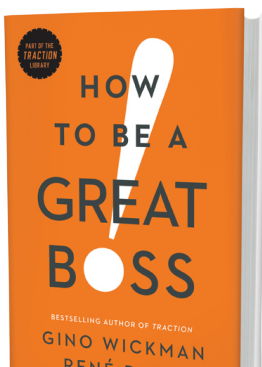
**Says thank you:** They show appreciation for a job well done and give feedback that is timely and constructive.

"If we cannot disconnect, we cannot lead. Creating the culture of burnout is opposite to creating a culture of sustainable creativity."

- ARIANNA HUFFINGTON



## READY TO ELEVATE YOUR LEADERSHIP?



### LEARN TO BE A GREAT BOSS

Often, the difference between a group of indifferent employees and a fully engaged team comes down to one simple thing — a great boss. In *How to Be a Great Boss*, Gino Wickman and René Boer present a straightforward, practical approach to help bosses get the most from their people.

GET THE BOOK

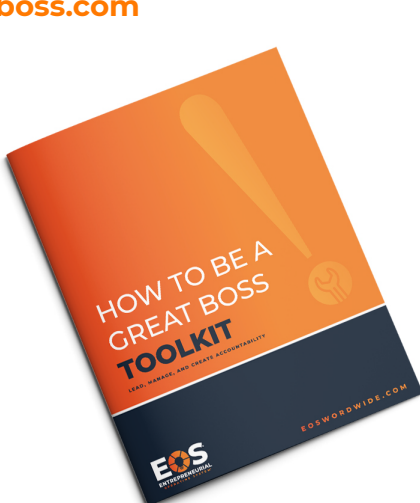
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