Leader vs. Manager vs. Bosshole

OPRA 2022
Helping people to find meaning and fulfillment in their work...
“Never waste a good opportunity to learn from a bad boss.”
The Bosshole Zone

NO ONE IS BORN TO BE A BOSSHOLE
SMART
• Technology
• Strategy
• Marketing
• Finance
• Operations
• Production

HEALTHY
• Minimal politics
• Low confusion
• High morale
• Engagement
• Retention
• Performance
What we would like to see

Engagement
Retention
Performance

Time

“WANT TO”

Minimum Job Requirements

“HAVE TO”
The forces of disengagement

Forces of disengagement
Pull your top performers down

Engagement
Retention
Performance

“WANT TO”

 Minimum Job Requirements

“HAVE TO”

Time
Your Superpower…

1. **YOU** - Deeper self-awareness of your leadership strengths, potential blind spots, and areas of synergy and conflict within your team

2. **YOU + OTHERS** - An understanding of your team’s makeup, including their strengths, potential blind spots, gaps, and trouble areas

3. **YOU + OTHERS + WORK** - The ability to see yourself, your team, and your strategy in one centralized place to identify alignment and gaps so you can drive results

4. **ACTION** - A clear path forward to begin building and aligning teams that deliver results for your business
LEADER

“A state of influence with another person”
- Not tied to position or role
- Based in trust and credibility
- Capacity to create Psychological Safety
- Different than coercion and charisma
- EQ is usually evident (adaptation)
“A position of authority over another person”
- Directly tied to one’s position or role
- Trust may or may not be established
- Psychological Safety may be present
- EQ may be evident (adaptation)
“The Main Reason People Leave…”

- No trust or credibility
- Lack of Psychological Safety
- EQ is not evident
- Ill-equipped to develop others
- Often no fault of their own
What is a Bosshole?

- A poor understanding of the role of a manager
- The absence of clear expectation, preparation, and training
- Insufficient feedback and input from direct reports, peers, and manager
- Lack of self awareness and lack of adaptation of natural behavioral drives

“That’s just who I am.”
Six Key Lessons from the Bossholes

1. The problem is systemic
2. Change your concept of the “Manager”
3. Stop promoting the wrong people
4. Trust and Psychological Safety are foundational
5. EQ is a non-negotiable factor
6. Decisions backed by reliable data
Bosshole Prevention

- Make the role of a manager/supervisor crystal clear
  - “Developing other people”
- Make self-awareness a standard part of personal development (IDP)
- Actively seek out honest feedback regularly
- Check engagement levels from people in the manager’s sphere (with data)
- Consider re-fitting Bossholes in roles that are a better for them
- Provide Bossholes with ongoing management and leadership development (with data)
Psychological Safety
Psychological Safety

The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. Low interpersonal fear and a high degree of comfort to challenge the status quo.
DANGEROUS SILENCE
People who are aware of the risks of a situation so not dare to speak up for fear of being called out or punished for it

AVOIDABLE FAILURE
People more focused on avoiding failure tend to make more mistakes than if psychological safety levels would have been high
The Drivers of Psychological Safety

Team Relationships

Leader Behavior

Organizational Climate
Where are Your Teams?

- **Low Performance Accountability, Low Psychological Safety**: Apathy Zone
- **Low Performance Accountability, High Psychological Safety**: Comfort Zone
- **High Performance Accountability, High Psychological Safety**: Learning Zone
- **High Performance Accountability, Low Psychological Safety**: Anxiety Zone

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The World of Work has Evolved...
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Back at Work
“Never waste a good opportunity to learn from a bad boss.”