



# Leader vs. Manager vs. Bosshole

OPRA 2022

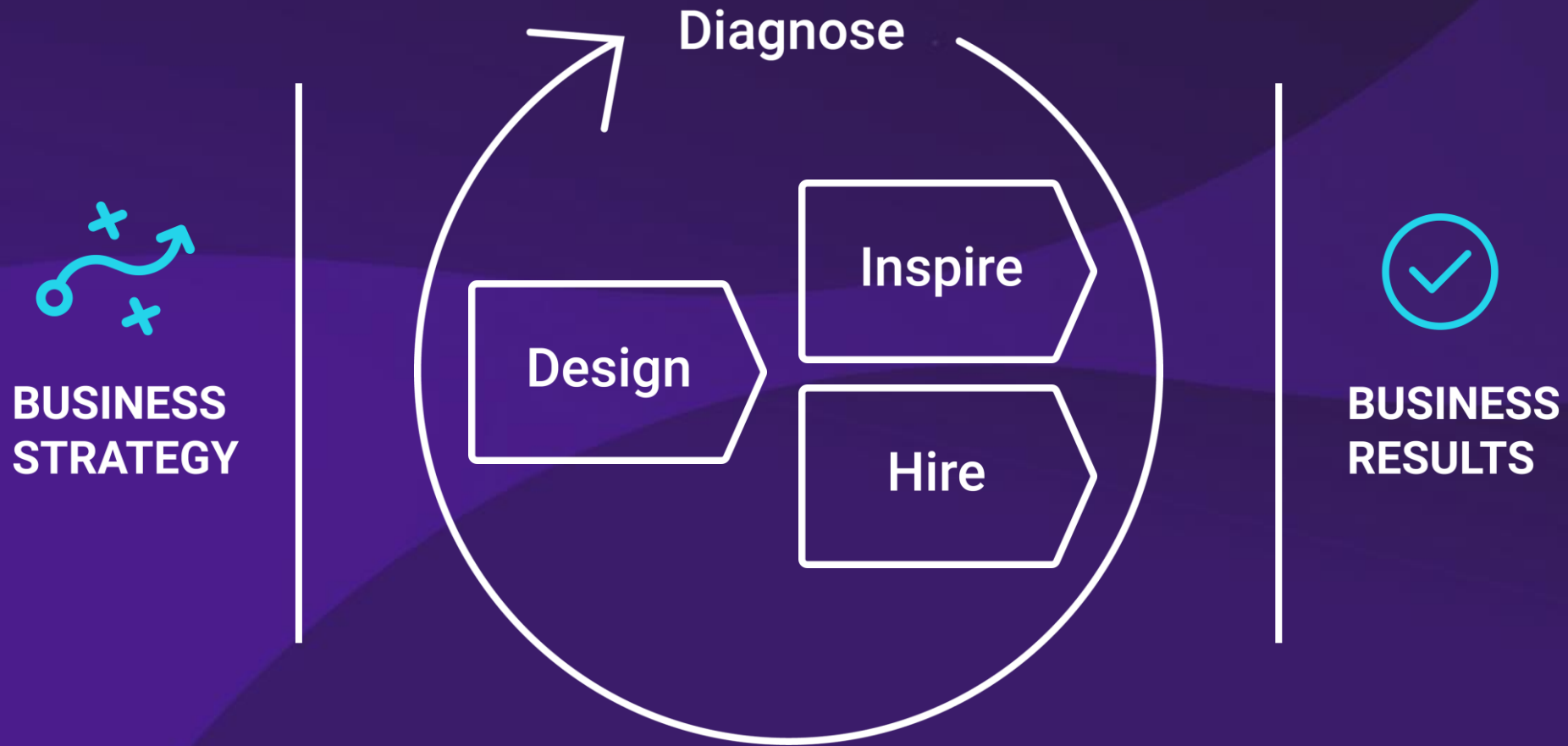




**real.good.  
ventures**

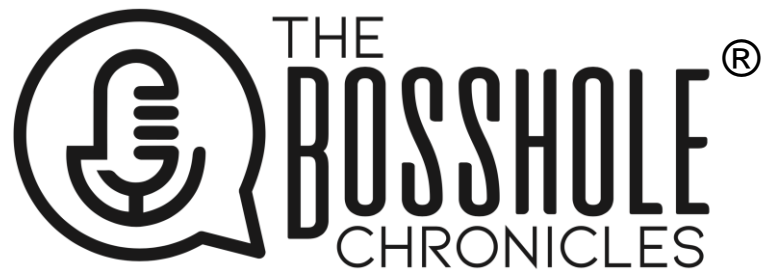
Helping people to find meaning  
and fulfillment in their work...

# TALENT OPTIMIZATION





Line-of-Sight<sup>SM</sup>  
COMMON DIRECTION. UNCOMMON TOOLS.





# THE BOSSHOLE<sup>®</sup> CHRONICLES



*“Never waste a good opportunity  
to learn from a bad boss.”*





# The Bosshole Zone





## SMART

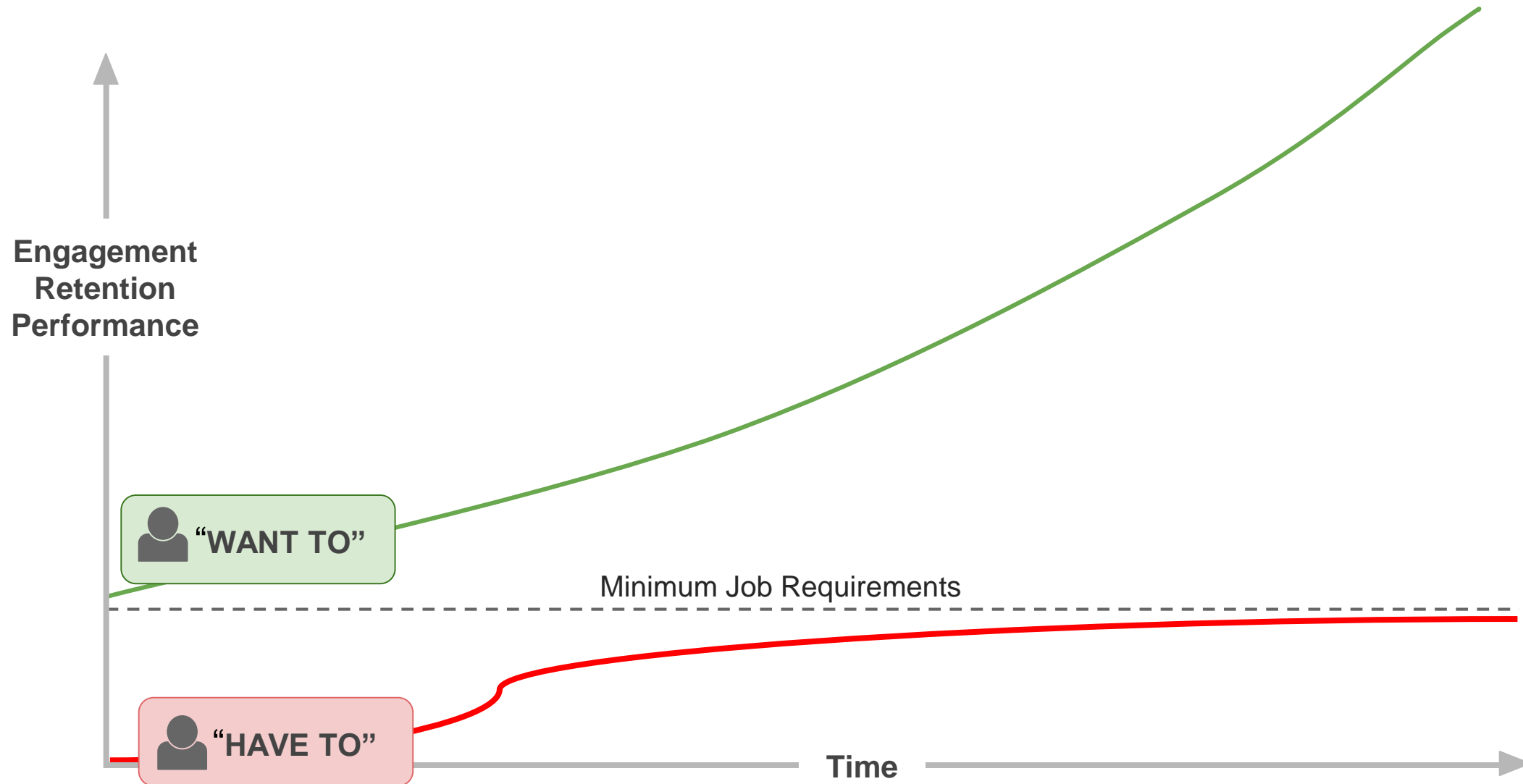
- Technology
- Strategy
- Marketing
- Finance
- Operations
- Production

## HEALTHY

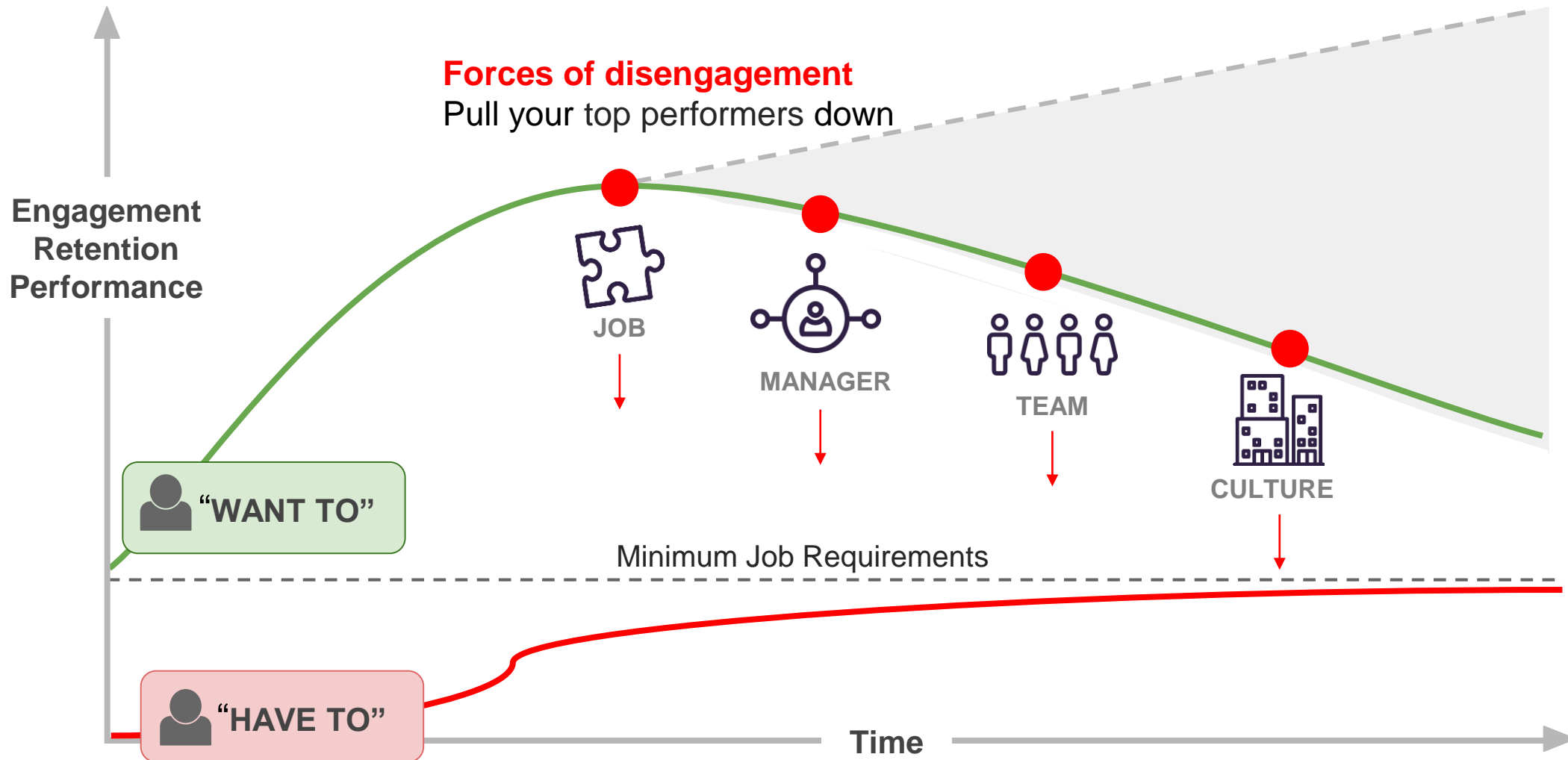
- Minimal politics
- Low confusion
- High morale
- Engagement
- Retention
- Performance



# What we would like to see



# The forces of disengagement





# 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



The background of the slide features a warm-toned photograph of several hands pointing at a document with charts and graphs. A large, dark blue circle with a light blue border is positioned on the left side, containing the word 'LEADER' in white capital letters. In the top right corner, there is a small, circular logo consisting of three interlocking loops.

# 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)



The background of the slide features a warm-toned photograph of several hands pointing at a document with charts and graphs. A large, dark blue circle with a light blue border is positioned on the left side, containing the word 'MANAGER' in white capital letters. In the top right corner, there is a small, circular logo consisting of three interlocking loops.

# MANAGER

**“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)



# BOSSHOLE

## **“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 fit 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

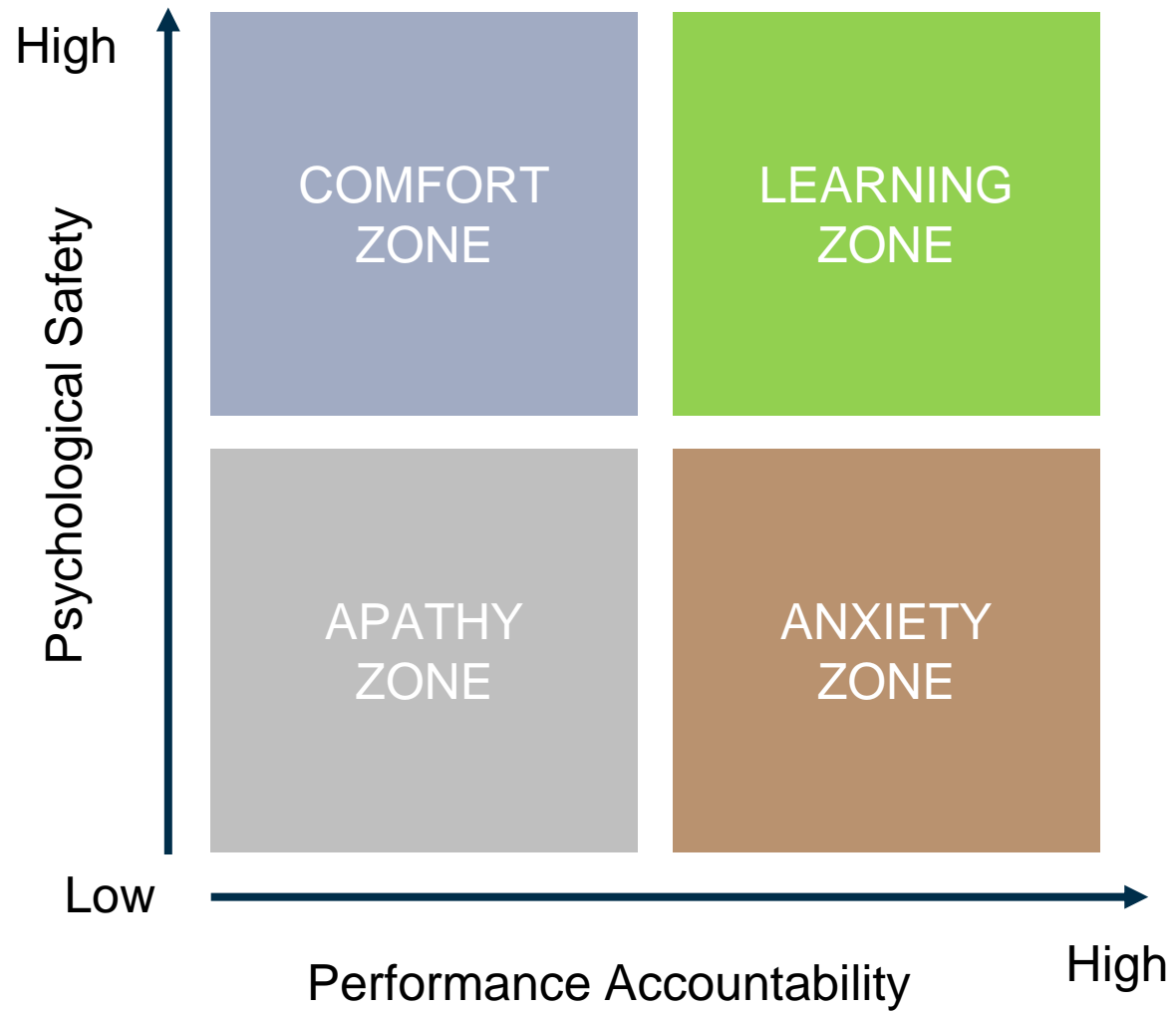
**Team  
Relationships**

**Organizational  
Climate**



**Leader  
Behavior**

**The Drivers of Psychological Safety**



**Where are Your Teams?**





**COMMAND & CONTROL**



**TRUST & AUTONOMY**

**The World of Work has Evolved...**



**COMMAND & CONTROL**



**TRUST & AUTONOMY**

**The World of Work has Evolved...**

# Back at Work

**Bosshole™ Zone Defense**  
Checklist to Keep Managers out of The Bosshole™ Zone

Before determining how to handle a poor performer, use this checklist to ensure all the conditions necessary for optimal performance have been met. If there are any boxes that you cannot check as 'completed', schedule a meeting with your talent development team to discuss steps to resolve it.

**1. Expectations**

☐ Do they know what's expected of them in their role?

- Is there a clear description of their current position with which they are familiar?
- Are the performance metrics clearly explained in writing?
- Has the manager discussed the behavioral expectations of the role and how they should approach the work?

**2. Skillset**

☐ Do they have the skills to do this job to the defined expectations?

**3. Job Design**

☐ Have the behaviors necessary for success in this role been identified and communicated?

- Risk tolerance
- Accuracy and precision
- Change readiness
- People vs. task focus

**4. Self-Awareness**

☐ Do they have access to data to help them understand their strengths, cautions, blind spots, and areas for growth?

**5. Support**

☐ Has the manager provided individualized guidance to develop them, help them adapt, and improve performance?

**6. Resources**

☐ Do they have the proper resources, materials and technology to complete the job as expected?

The results of this assessment will determine proper next steps, which could include training, coaching with development tools, job target development, re-fit, offboarding, and more.

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