



19 Ways To Be A Bad Boss®

Presented by Kevin Sheridan
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#Makeworkbetter

NEW YORK TIMES BESTSELLER

How to Attract and Retain
Top Talent to Create an Engaged,
Productive Workforce

BUILDING A MAGNETIC CULTURE



KEVIN SHERIDAN

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Agenda:

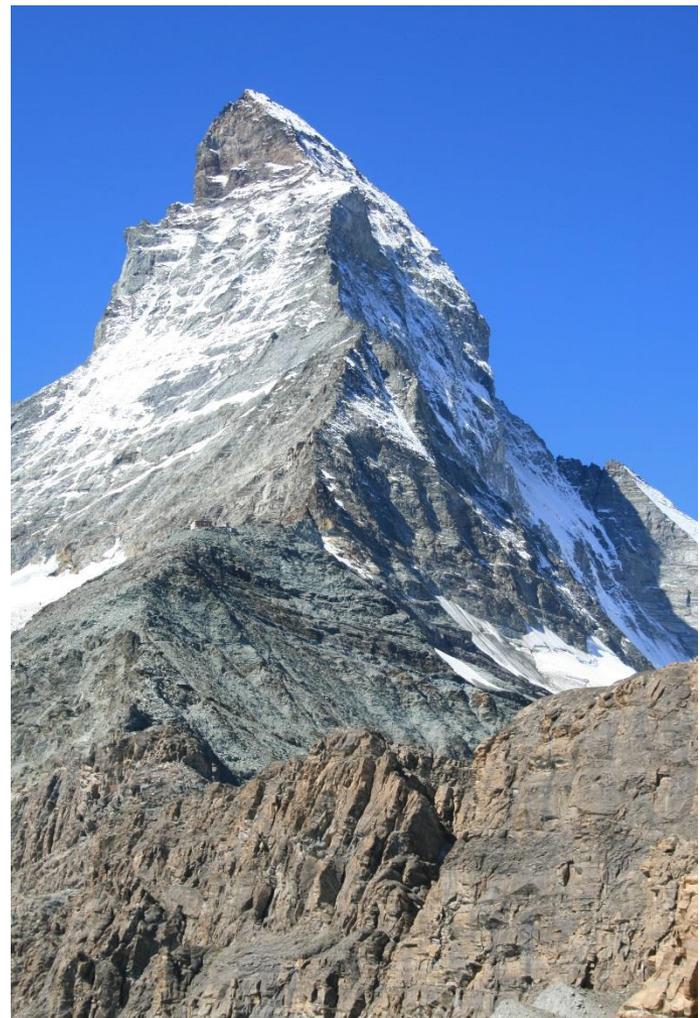
- Why Is Being A Bad Boss Such A Hot Topic?
- Employee Engagement and its Dividends.
- The Key Employee Engagement Drivers





Agenda:

- Hiring Right:
Proper Selection & Avoiding
The Mis-hires
- The 19 Traits Of
Bad Bosses
- How To Become
Someone's Best Boss





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What is a Magnetic Culture?

A Magnetic Culture is one that **draws** talented employees to the workplace, **empowers** them, and **sustains** an environment in which they are *less likely* to leave.

- **Engaged employees** share a strong desire to be part of the value the organization creates
- These are the employees who choose to exert discretionary effort to provide better outcomes for customers and the organization
- Highly engaged employees take personal ownership of their own Engagement levels





Defining Employee Engagement

Engaged employees are:

- Loyal
- Self-Motivated
- Committed to Quality
- Driven by their job content
- Optimistic
- Supportive of coworkers
- An inspiration to others; positive people
- Oriented to providing good customer service
- Work Ethic is in their DNA – The Default Response



Work Ethic – The Default Response



MAX



Why is Engagement Important?

- Engaged employees volunteer - 31% Higher Productivity (Shawn Achor)
- Much better Safety Compliance and thus, fewer workplace accidents. In the healthcare industry, Employee Engagement actually saves lives!
- Best-in-Class Engaged organizations are **3.5 times** more profitable than organizations with average Engagement levels (The Wharton School of Business)
- Engaged Employees are linked to Engaged customers at a **correlation coefficient of .85** (HBR)

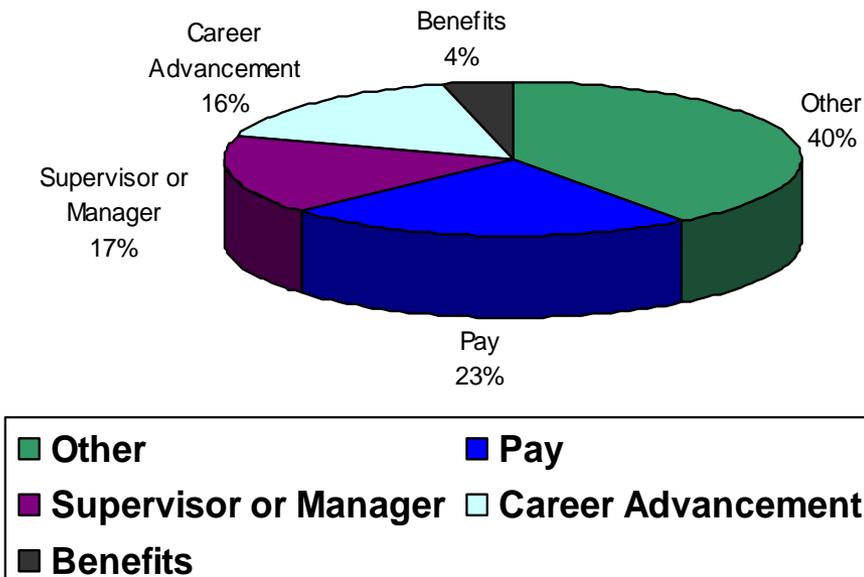




The Cost of Disengagement: Voluntary Turnover

Research by HR Solutions found that **28 percent** of employees responded **Strongly Agree or Agree** when asked the following question:

“I thought of resigning in the last six months.”





Key Drivers of Employee Engagement

1. Recognition
2. Career Development
3. Direct Supervisor/Manager Leadership Abilities
4. Strategy and Mission – Especially the Freedom and Autonomy to Succeed and Contribute to the Organization's Success
5. Job Content – The Ability to do what I do Best
6. Senior Management's Relationship with Employees
7. Open and Effective Communication
8. Co-worker Satisfaction/Cooperation – The Unsung Hero of Retention
9. Availability of Resources to Perform the Job Effectively
10. Organizational Culture – Diversity Awareness and Inclusion, Corporate Social Responsibility, Work/Life Balance, etc.



Hiring Right & Avoiding The Mis-hires

The Recruiter/Interviewer's Critical Role

- Hire right – Apply great scrutiny.
- Look for emotional maturity.
- “Harvest time!”
- Learning from Failure: Utilize the “Non-negotiable List.”
- Use the knowledge that 43% of New Hires do not work out for one simple reason: they cannot take feedback. Carefully vet candidates to avoid this common mistake.
- The story of “Coffee Cup Dave” and his replacement, Meredith.





The 19 Traits Of Horrible Bosses

#1: The Narcisist

- Self-centered.
- It is all about them.
- Little or no desire to know what is going on in their employees' personal lives.
- Never about the team.
- A yearning desire "to look good," especially upward.

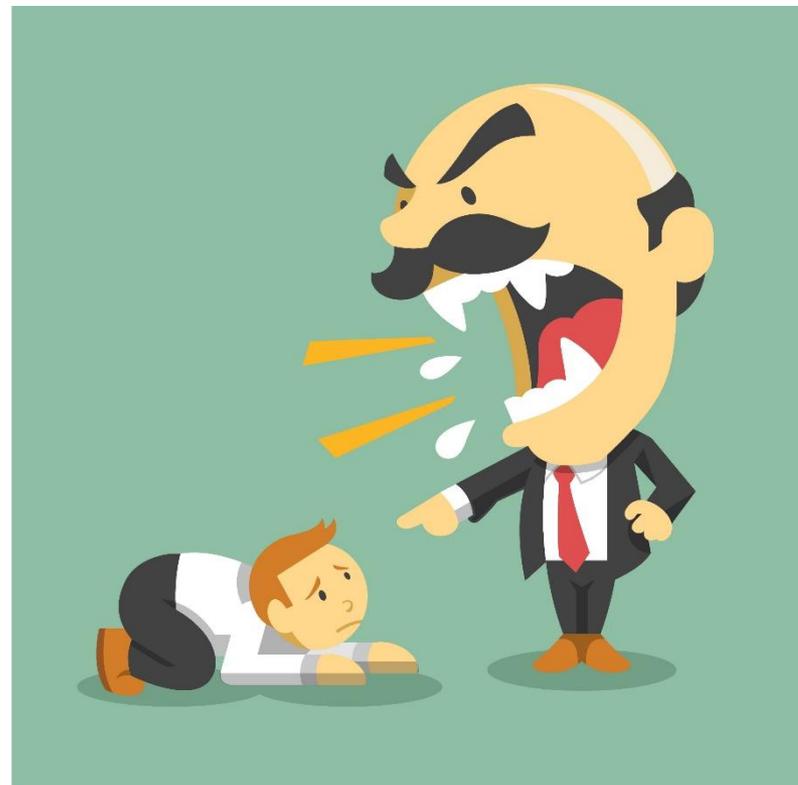




The 19 Traits Of Horrible Bosses

#2: The Screamer

- Abusive.
- Legal risk.
- Unkind.
- Report to Human Resources.





The 19 Traits Of Horrible Bosses

#3: The Bully

- Manage through fear-mongering and intimidation.
- Often also a screamer.
- Do not give guidance.
- Create a culture of distrust, nervousness, and fear.
- Make employees worried about losing their jobs.
- Office politics begin to dominate employee performance.
- Actively create conflicts.





The 19 Traits Of Horrible Bosses

#4: The Unapologetic

- Never apologize or even consider apologizing.
- Do not or cannot recognize their own egregious behavior.

I make no
apologies for
how I chose
to repair what
you broke.



The 19 Traits Of Horrible Bosses

#5: The Suck Up

- “Kiss-ass.”
- Spend little time with the people they manage.
- Have an undying focus on what their boss will think.





The 19 Traits Of Horrible Bosses

#6: The Poor Communicator

- Do not give clear instructions.
- Do not set clear expectations.
- Frequently guard information and treat it as power.
- Frequently contradict themselves or give conflicting instructions.
- Their direct reports spend an inordinate amount of time trying to decode or interpret what limited communication is given.





The 19 Traits Of Horrible Bosses

#7: The Terrible Listener

- Do not have the time to listen or even care to listen.
- Hear what they want to hear.
- Often “talk over” or interrupt their employees.
- Never “fully present.”





The 19 Traits Of Horrible Bosses

#8: Always Has To Be Right

- Have a compulsive need “to be right.”
- Can never admit a mistake.
- Highly correlated to the aforementioned “Unapologetic.”





The 19 Traits Of Horrible Bosses

#9: Unavailable

- Rarely available.
- MIA when needed most.
- Out of contact; difficult to reach.
- Pretend to be present; The Coke Can Manager.





The 19 Traits Of Horrible Bosses

#10: Never Praises Or Encourages

- Quick to criticize and slow to praise.
- Have not said “thank you” for years.
- Give that Recognition is the most impactful driver of engagement, this is one of the most egregious traits of a bad boss.

NO APPRECIATION





The 19 Traits Of Horrible Bosses

#11: The Blamer

- Lacks Personal Accountability.
- Blame everyone else when something goes wrong.
- Short on integrity.
- Often break the rules or office policies to shift the blame to others.
- When problems emerge, this boss is quick to abandoned his/her direct reports.





The 19 Traits Of Horrible Bosses

#12: Unrealistic/Demanding

- These bosses set unrealistic and unachievable goals.
- When the goals are not met, they morph into Bad Boss #11, blaming their employees for not achieving them.
- It is not uncommon for these Bosses to quickly label their employees as weak, lazy, and poor performers.





The 19 Traits Of Horrible Bosses

#13: Indecisive

- Live in fear of themselves, often incurring “decision paralysis.”
- Severely risk-averse, due to either their acute fear of making a mistake, or simply not having enough basic business intelligence to make the decision.





The 19 Traits Of Horrible Bosses

#14: The Micro-manager

- This Boss is constantly examining you and your work, nearly always looking over your shoulder or second-guessing every decision you make.
- This micro-managing can be especially frustrating when combined with Bad Boss Trait #13.
- Highly controlling; demand every last bit of minutia and squelch any opportunity for innovation and creativity.
- Command and control. Lacks *trust* in you and your work; the antithesis of a Best-in-class Boss trait.





The 19 Traits Of Horrible Bosses

#15: Tolerant Of Mediocrity & Relishes The Suck-ups

- Care more about whether employees “kiss ass,” than how they perform.
- Tolerant of employees who do average or sub-par work, as long as the employee “sucks up” and makes the Bad Boss look good.
- Actively disengaged and/or terrible performers are allowed to stay on the team, since their “suck ups” are valued.





The 19 Traits Of Horrible Bosses

#16: Manipulative

- Scheme and manipulate others either for their own agenda or “just for fun.”
- Almost a “game” to them.
- Sadly, this manipulation leads to hurt feelings, resignations, and a whole lot of wasted energy.





The 19 Traits Of Horrible Bosses

#17: Vindictive

- Abhors people that question them.
- Feel threatened even with the most basic inquiry.
- Likely to proactively undercut you and your work reputation.
- Sometimes it is best (and easier) to simply stay out of the ways of this Bad Boss, in order to protect you and your job.

“WRETCHED ARE THOSE WHO ARE VINDICTIVE
AND SPITEFUL.”

POPE FRANCIS

© Lifeshack Quotes



The 19 Traits Of Horrible Bosses

#18: Inconsiderate & Shaming

- Frequently rude, inconsiderate, and “shaming.”
- Eschew “The Golden Rule.”
- Often use staff meetings as a forum to belittle, publicly humiliate, or shame employees.
- Some of these behaviors are born from this bad bosses own insecurities and fears.





The 19 Traits Of Horrible Bosses

#19: Taking Credit For Other People's Hard Work

- Frequently takes credit for other peoples' hard work, often doing so "behind their backs."
- The polar opposite of Best-in-class Bosses who take pride in their team's accomplishments and go out of their way to ensure the Senior Leaders exactly who did the great work.
- Hire right – Apply great scrutiny.
- This is often Bad Boss #10 (Never Praises or Encourages), because doing so give proper credit where credit is due.



“The One Thing”





Engagement Driver

Direct Supervisor/Manager Leadership Abilities

How To Become Someone's Best Boss

- Lead by Example – Be Accountable.
- The Importance of Trust & Genuinely Caring.
- Clearly communicate expectations
- Use the three most impactful workplace phrases.



Best Practices:

- Conduct Regular Performance Discussions as opposed to the obligatory annual performance review.
- Engage employees in a dialogue about Engagement – 95% of managers have not.
- Personalize it – Who was your best boss?



Engagement Driver

Direct Supervisor/Manager Leadership Abilities

How To Become Someone's Best Boss

The 5 Key *Behaviors* Traits of Best Bosses:

- Lead From A Higher Purpose.
- Activates Potential.
- Grants Autonomy.
- Conveys Pervasive Feedback.
- Encourages Risk-taking To Drive Continual Learning





Engagement Driver

Direct Supervisor/Manager Leadership Abilities

How To Become Someone's Best Boss

The 7 Key *Traits* of Best Bosses:

- Humble
- Bright, Very Smart
- Positive; Optimists With A “Can Do” Attitude
- Fair And Ethical
- Demonstrates A Sense Of Humor; Fun
- Thoughtful And Thorough
- Respectful – Fervent Believers in “The Golden Rule.”





Engagement Driver

Recognition

- Be regular and consistent.

“People often say that motivation does not last. Well, neither does bathing – that’s why we recommend it daily.”

- Zig Ziglar



Best Practices: The “How”

- “I saw what you did.”
- “What you did is valuable to the organization because . . . “
- “Let’s celebrate what you did.”

Employee Engagement Driver

Job Content/Job Fit

“Never try to teach a pig to sing. It wastes your time, and it annoys the pig.”

- GEORGE BERNARD SHAW





Kristina Anderson

Associate Marketing Project Manager
Marketing

Start Date: November, 2009

Hometown: Waukegan, IL

Currently Lives In: Chicago (Lakeview)

Favorite TV Show: 30 Rock, Parks and Recreation

Favorite Pastimes: Reading, baking, going to concerts, art & design

Fun Fact: Can do a Jack Black eyebrow roll

Personal Engagement Drivers: Job Content, Recognition

Accomplishments:

- **Won bids for Johnson Outdoors and Munson RFPs**
- **Designed new tradeshow booth and business cards**
- **Articles published in H&HN, HCPro, Monster.com**

“ Kristina excels at working in design and writing, a combination found in very few humans. She is sharp and creative, which is a huge asset to our team. ”

- Amelia



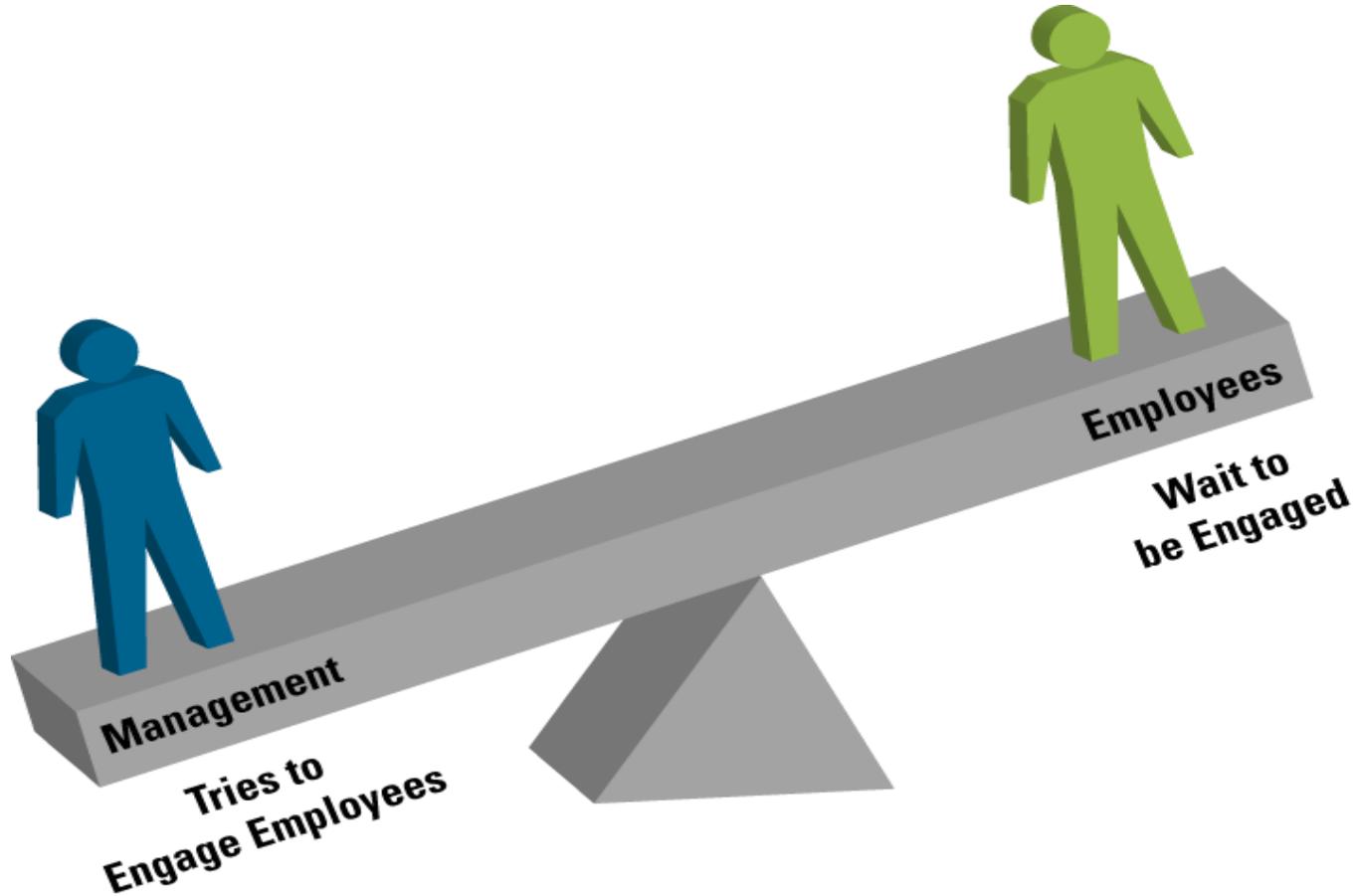
Make a workplace happiness video



FUN = Engagement During Recruiting Efforts



Avoid a Lopsided Approach to Engagement



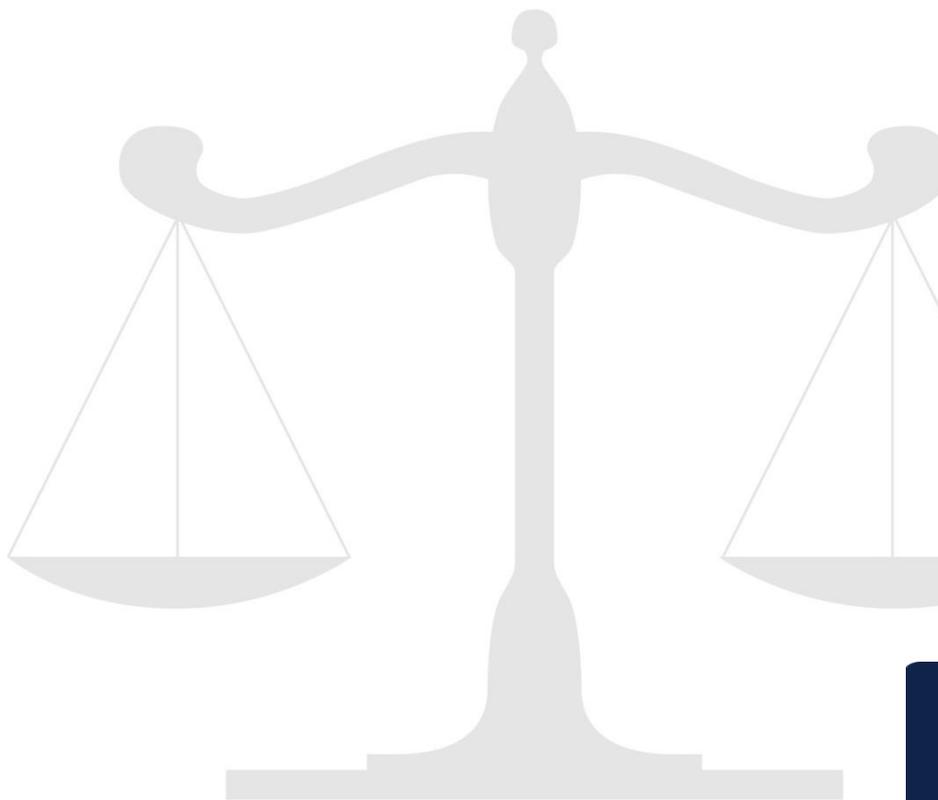


Taking a Balanced Approach to Engagement

Employees can take personal ownership of their Engagement by:

- Take the Confidential Engagement Self-Assessment at: www.modernsurvey.com/individual-engagement-survey
- Setting yourself up to receive Recognition and Career Planning
- Get to know your Senior Leaders
- Ask for, and act on, feedback
- Regularly “check-in” with yourself (See Reflective Statements)

My Research uncovered that only 5% of performance reviews have a dialogue regarding Engagement.



It is not about just
reaching the summit...

... it is all about “The Journey” and the
undying focus on Continuous Improvement.





Questions/Comments?

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