

# Notes

## MANAGING UPWARDS BY UNDERSTANDING THE DESIGN OF YOUR BOSS

Managing Upwards: Let's be clear: We're not talking about "crawling". But we are talking about making the most of the realities of the workplace. One of the duties of your boss is to identify and maximize the talents of employees. But, with the many duties on their hands, it can sometimes be difficult for them to spot these individuals. So, your job is to help them out by shining a subtle light on the many things you can accomplish for your boss and the organization as a whole.

**FIRST THING THAT YOU HAVE TO DO: PLEASE ORDER TWO  
WORKBOOKS AND GIVE ALSO A WORKBOOK TO YOUR BOSS**

### PRE -TEST: DO YOU KNOW YOUR BOSS

- How does your boss set out his or her expectations of you in terms of productivity, results, dress, demeanor, and so on?

# Notes

- How does your boss like to receive information (for example, paper memos, email, or face to face)? Are there different situations where he or she has particular preferences?
- How does your boss communicate disappointment?
- How does your boss give out praise?
- Does your boss like information delivered with lots of detail, or big-picture summary?
- Does he/she prefer things “by-the-book,” or is there a lot of room for adaptation and innovation?
- Does your boss micromanage, or provide too few directions?
- How does your boss make decisions? (For example, quickly, on reflection, or with input from everyone on the team?)
- How does he/she react to his or her own boss?
- How does your boss handle bad news or unexpected events?
- In light of your answers to the previous questions, how would you now “manage your boss upwards”?
- What areas of friction did you identify? What will you do to minimize that friction?
- Describe a recent situation in which you made your boss look good, or made it easy for him or her to manage you. What specific actions did you take to help him or her out that you might be able to repeat in the future?
- Describe a situation in which you missed an opportunity to make your boss look good. What actions could you have taken to help him or her out that you can use in the future?
- What are two of your boss’s managerial weaknesses?
- In what ways can you compensate for your boss’s managerial weaknesses in order to help him or her out?

## DIRECTIONS

- **FOCUS:** The focus for this survey is the typical behaviour of your boss. Respond on how this person naturally behave. Think and answer based on your instinctive behaviour, regardless of whether you consider it to be good or bad
- **RESPOND:** Rate each word on a 1, 2, 3, 4 scale with 1 being the word **LEAST** like the personal and 4 being the word **BEST** describes this person’s natural motivated behaviour

Department of Health Overberg Region, Western Cape Department of Education, SCIR, APL Cartons, Cape Union Mart, Desmond Tutu TB Centre, Consol Glass, SPAR, Barloworld. XSTRATA, Tiger Brands, SA Navy, Nedcor, Old Mutual, FNB, DE Beers, Government, Kumba, Clickatell, Coca Cola Sabco, Karsten Boerderye, Water and Sanitation of City of Western Cape, City of Windhoek, FNB Namibia, Lumber City.

- Have done training in Cairo, Egypt, being trained as a Character First Consultant in Oklahoma and have done this training in Namibia, Ghana, Uganda, Nigeria, Malawi, done a presentation on the 29<sup>th</sup> FCCI Marketplace conference in Denver, USA, train 400 students including executive students in Kumasi Ghana, talking to the Crown Board in Nigeria, attending a strategic thinking session in Toronto, Canada and FCCI conference in Naples, Florida, Haggai Advanced Leadership Programme, Maui, Hawaii, trained as a Faculty member in Singapore for the Haggai Institute, lecturing in Maui on personal leadership and goal setting 3 times

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<http://www.strongmessage.co.za>

**Meet the person;** Mario is married with Mariene (his first love) since 1979 and has three sons Du Wayne, Desmond and Marinus and two granddaughters. He spends time reflecting at his holiday house at Pringle bay. He is a servant leader.

	<b>Accommodating</b>	Responsive or helpful to others, obliging adaptable
	<b>Accurate</b>	Free from error, wants to be correct, conforming to fact
	<b>Aggressive</b>	Bold, assertive, enterprising
	<b>Agreeable</b>	Pleasant and pleasing to others, suitable and conforming
	<b>Analytical</b>	Given to careful, methodical examination studious logical
	<b>Animated</b>	Lively, vigorous, energetic, zestful
	<b>Assertive</b>	States one position boldly, confident self assured
	<b>Charitable</b>	Generously gives to the needs of others, lenient, concerned with others
	<b>Cheerful</b>	Happy pleasant, merry willing in disposition
	<b>Commanding</b>	Directs others with authority, exercises dominating influence
	<b>Confident</b>	Full of assurance and certainty, bold, self assured
	<b>Conscientious</b>	Thorough, painstakingly ,careful principled
	<b>Convincing</b>	Believable, plausible, able to be persuasive
	<b>Cooperative</b>	Works well with others, compliant willing
	<b>Courageous</b>	Faces danger with confidence, brave, valiant
	<b>Daring</b>	Adventurous, bold, willing to take risks
	<b>Decisive</b>	Conclusive, firm, comfortable in decision making or problem solving
	<b>Detailed</b>	Particular, meticulous, pays careful attention
	<b>Direct</b>	Candid, frank, straight forward
	<b>Efficient</b>	Works with a minimum of wasted or unnecessary effort
	<b>Enthusiastic</b>	Energetic, eager, or zealous
	<b>Even-paced</b>	Steady, consistent, balanced
	<b>Excitable</b>	Capable of being easily excited aroused or stirred-up
	<b>Expressive</b>	Easily communicates thoughts, feelings, ideas or moods
	<b>Factual</b>	Relies on facts rather than rumour, or innuendo, realistic
	<b>Fearless</b>	Bold, unafraid, brave
	<b>Focused</b>	Able to concentrate attention, not easily distracted, able to direct towards a purpose
	<b>Follow Rules</b>	Likes to follow established procedure, instructions or guidelines
	<b>Forceful</b>	Pushy direct or strongly persuasive
	<b>Frank</b>	Candid, straightforward, direct, open, sincere
	<b>Fun loving</b>	Playful, amusing, enjoys yokes, pleasure, amusement
	<b>Gentle</b>	Kind, patient, amiable, tender
	<b>Good listener</b>	Pays careful attention to what is said, makes effort to listen well
	<b>Good mixer</b>	Sociable, interacts easily with people outgoing

	<b>Gracious</b>	Kind, courteous, compassionate, warm
	<b>High Standards</b>	Insists on excellence, high quality or precision
	<b>Independent</b>	Self-reliant, prefers to operate free from influence and control of others
	<b>Influencing</b>	Can cause others to change their minds able to sway of other's action
	<b>Inspiring</b>	Stimulates the mind, actions or emotions of others, arousing, guiding
	<b>Kind</b>	Friendly, generous and warm-hearted
	<b>Lenient</b>	Not strict nor harsh, merciful or generous
	<b>Lively</b>	Energetic, vigorous, full of life and spirit
	<b>Logical</b>	Prefers to use clear reasoning, analytical, rational
	<b>Loyal</b>	Faithful, dependable or steadfast
	<b>Merciful</b>	Full of compassion, kind, forgiving
	<b>Meticulous</b>	Extremely careful and precise, concerned with details
	<b>Non conforming</b>	Resists rules, beliefs, bounds, or customs of others
	<b>Organized</b>	Orderly, systematic, structured
	<b>Particular</b>	Concerned with and attentive to details , meticulous
	<b>Patient</b>	Capable of calmly enduring tolerant, understanding
	<b>Peaceful</b>	Calm, tranquil, free from hostility and conflict
	<b>People oriented</b>	Likes to interact with different people, social, outgoing
	<b>Popular</b>	Widely liked and appreciated or sought after for company
	<b>Precise</b>	Likes to be exact, definite accurate or correct
	<b>Risk taker</b>	Daring willing to take chances, open to uncertainty
	<b>Serious</b>	Sober, grave, in earnest, concerned
	<b>Supportive</b>	Furnishes assistance with practical needs, aids in the causes and interest of others
	<b>Systematic</b>	Methodical, purposeful, orderly, procedure oriented
	<b>Take charge</b>	Assumes responsibility command or control
	<b>Talkative</b>	Inclined to talk frequently, verbal
	<b>Tough Minded</b>	Determined, not easily swayed, realistic
	<b>Understanding</b>	Tolerant, accepting, responsive to thoughts and feelings of others
	<b>Uninhibited</b>	Open, free from traditional constraints, unrestrained
	<b>Vibrant</b>	High energy or activity, vigorous, lively, vital

phase as **Group Manager: Human Resources PROTEA ASSURANCE**, during this period completed a MBA, MEcon as well as **registered industrial psychologist**

## **PHASE TWO: ESTABLISHMENT OF BUSINESS SCHOOL ACADEMIC- SHARPENING THE SWORD**

- From 1997-2007 teaching in Organization Behaviour and also International Human Resource Management, People and Change Management, High Impact Leadership, Management Consulting, Emotional Intelligence, Executive Coaching at the University of Stellenbosch, Graduate School of Business. **During this period completed my PhD and register Strong Message Business Consultancy in 1997**
- Presented People Management practices 44 times consecutively to MBA students without being absent for even one day and trained around 3000 participants in Emotional Intelligence
- Academic project manager and coordinator for 22 international groups doing their international electives at the USB
- The area of Advanced Leadership, Making Human Capital the differentiating factor Facilitating perpetual and complex change for REIMS France (11 times), University of Antwerpen,, University of Cape Town, Dortmund and Leipzig HHL Germany (8 times) Aarhus Denmark, Graz, Austria, Maastricht, University of Indonesia, University of Central Oklahoma and the University of Cuttington Liberia., Europa-Universität Viadrina Frankfurt (Oder), Bangalore Management Academy in Bangalore and Poddar/Wellingker College in India, Leipzig, Mauritius, Marseilles
- International papers and conferences in London, Amsterdam, Oxford, Antwerp. Geneva Switzerland, Australia, Shanghai and published nine books, six international articles, two case studies and a chapter in a book, has successfully being the study leader/supervisor for 160 completed MBA research projects

## **PHASE THREE: TAKING UP THE CHALLENGE OF BUSINESS CONSULTANT, VISITING LECTURER, IMPACT PLAYER AND EXECUTIVE COACH- PRACTICE WHAT YOU PREACH**

- **Strong Message Business Consultancy:** I am a very experienced business consultant both in private and public sector and recognised impact player in organizational effectiveness and renewal and have been involved in several major strategic and corporate initiatives. Have done business consultancy for organisations including but not limited to Sanlam, Santam, First National Bank, Eben Donges Hospital, Oceana,

- How does your boss make decisions? (For example, quickly, on reflection, or with input from everyone on the team?)
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Reference: Mindtools.



Mario Denton MBA; M.Econ; PhD;

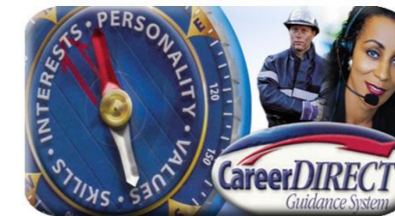
#### PHASE ONE: OBTAINING CORPORATE EXPERIENCE-LEARNING THE ROPES

Has 17 years’ experience in human resources management in the corporate world, started with SANLAM and moved on to METROPOLITAN LIFE in Organisational Development and end this

## 1. YOU NEED TO UNDERSTAND EACH OTHER’S DESIGN

*Career Direct®* will help you to discover things about yourself and your boss you never dreamed of and learn how to take real action toward understanding the design of you and your boss. The package contains assessment instruments that profile a person's **personality, interests, skills, and values**

### WHAT MAKES ONE CAREER ASSESSMENT BETTER THAN ANOTHER?



**Validation** – *Career Direct®* has been developed over a **15** year period using research-based principles of assessment and measurement, and it consistently meets or exceeds accepted standards of reliability and validity.

**Satisfied People** – *Career Direct®* has successfully evaluated over 120,000 adults. Countless results and testimonies have shared how Career Direct® has been a turning point in their education or career.

**Comprehensive** – *Career Direct®* provides clear direction needed to help make sound educational or occupational choices by accurately analyzing all four main areas that affect career choice: Interests, Skills, Personality, and Values.



Career direct typical profile **1. Personality**. Personality Highlights, you're Typical Strengths and Weaknesses, your Career Environments based on personality and you're Critical Life Issues (stress and financial management). **2. General Interests**. The ranking of your interests in 21 General Interest career groups and descriptions of the highest career groups, next you will find a chart that lists the components that make up the top ten interests: the Activities, Occupations, and Subjects groups. **3. Skills and Abilities**. Here you will see a ranking of your skills in 14 areas and descriptions of your strongest skills and abilities. **4. Values and Priorities**. This section is in three parts: Work Environment, Work Expectations and Life Values.

## 2. YOU NEED TO UNDERSTAND EACH OTHER'S PERSONAL VALUES

Ask yourself these questions:

- What standards of behavior are really important to you and your boss?
- What specific values do you admire in certain leaders? Do you identify with those values?
- Would you still live by those values, even if they put me you at a competitive disadvantage?

If a situation is unclear and no guidelines exist to cover it, ask yourself the following:

- If your assessment is way off, why is that?
- Do you have different reputations with different groups of people? Why?
- What positive elements do you have in common throughout?
- What negative elements come up consistently?

**Step Four:** Develop your desired reputation profile.

- Ask yourself what you want to be known for.
- Make sure trustworthiness and reliability are on the list.
- Step back and consider whether your chosen reputation profile fits with your career goals.
- Use your current reputation as a starting point, and then try to benchmark the characteristics of people in your profession who enjoy good reputations.

**Step Five:** Create a plan for developing and maintaining your desired reputation.

- Identify what you need to do to develop or change your reputation.
- Set yourself a series of goals that will move you towards the reputation you want.
- Work hard to fix the negative elements of your reputation sooner rather than later.

## POST-TEST: DO YOU KNOW YOU'RE BOSS NOW!

- How does your boss set out his or her expectations of you in terms of productivity, results, dress, demeanor, and so on?
- How does your boss like to receive information (for example, paper memos, email, or face to face)? Are there different situations where he or she has particular preferences?
- How does your boss communicate disappointment?
- How does your boss give out praise?
- Does your boss like information delivered with lots of detail, or big-picture summary?
- Does he/she prefer things "by-the-book," or is there a lot of room for adaptation and innovation?
- Does your boss micromanage, or provide too few directions?

Stop doing

Building the Reputation You Want

Now that you know what goes into reputation, you can better build your own reputation and preserve it. Start by gaining a clear understanding of what people think of you right now.

**Step One:** Evaluate your reputation from your own perspective. Use a personal SWOT analysis\_ as the basis for this. What are your strengths, weaknesses, opportunities and threats related to each of the four elements of reputation? Use the following questions to guide your thinking:

- What characteristics describe my work habits? (dependable, trustworthy, creative, late, cuts corners, gossips)
- How up-to-date are my professional skills? Are they "fresh", or am I a dinosaur? Do people come to me for answers, or do I go to them?
- What do my extracurricular activities say about me?
- What are the reputations of my friends and my company? Are they consistent with my reputation?

**Step Two:** Determine your true reputation.

- Ask for a frank assessment from your boss, co-workers, clients, past business associates and anyone who has dealt with you professionally. You are essentially asking for a 360° evaluation of your reputation.
- Probe to understand which behaviors cause them to feel the way they do about you.
- Ask them what percentage of their assessment is based on what they have experienced directly, versus what they have heard about you and your reputation. Remember, your reputation permeates everything and often precedes you and your recent behavior.

**Step Three:** Compare the differences between the assessments from Steps Two and Three and analyze the reasons for the differences.

- What trends do you notice?

- Does the behavior undermine your team's mission?
- Does the behavior undermine the cohesiveness of the team?
- Does the behavior unnecessarily harm the legitimate interests of a member of the team?

You can’t understand others until you understand yourself.

What little issues are blocking your energy?

Some (possibly conflicting) examples of workplace values include:

- Being accountable.
- Making a difference.
- Focusing on detail.
- Delivering quality.
- Being completely honest.
- Keeping promises.
- Being reliable.
- Being positive.
- Meeting deadlines.
- Helping others.
- Being a great team member.
- Respecting company policy and rules, and respecting others.
- Showing tolerance.

3. YOU NEED TO UNDERSTAND WHAT IS KEEPING YOUR BOSS AWAKE AT NIGHT ABOUT THE ORGANISATION AND HIS JOB

What is complicating your life right now?  
What keeps you awake (at night)?  
What inspires you/makes you tick?  
What are some of the indicators of high vitality in your life?  
What gives your spirit, mind, heart and body energy?  
What are your dreams/ fears?  
What would you like to be remembered for?  
Discuss your unfolding strategy.  
What are the things (top priorities) you need to:  
Let go? Stop? Maintain? Initiate?  
If you could change anything, what would it be?  
(Yourself, team, organisation)

Mirror, mirror
Lately I've noticed
I am puzzled by
I would appreciate it if
When you (behaviour), I feel
What I want is
How can we

	age - in hiring, promotion, or compensation?				
48	I treat others as I want to be treated by them, the golden rule				
49	I always strive to do what is best for my organisation				
50	I will not remain silent in the face of dishonesty, malice disrespect, intolerance or injustice				
51	I seek new, better and more innovative ways to do my work and do it to the utmost of my abilities.				

Source: Prof Mervyn King

Progress Report



Start doing


	recommendation				
34	Do you treat others with fairness and respect?				
35	Do you promote teamwork in your group?				
36	Are you consistently open, honest, and truthful in your dealings with others?				
37	Do you conduct yourself every day in a manner that will cause people to trust you				
38	I value and respect the diversity of beliefs, cultures, convictions and habits of the people of our organisation				
39	I do not give or receive gifts of benefits in contravention of the policies of the organisation and no gift, irrespective of value, should influence me to change a business decision				
40	I abide by the values, policies and procedures of the organisation				
41	I am honest, reliable, fair and open in everything I say, write and do and accept responsibility for the consequences				
42	I protect the organisations assets, information and reputation.				
43	Ethics training is provided for top management, middle management, supervisory, and other employees that are significant in the operation of the business?				
44	Is there open discussion of ethical issues?				
45	Is there an environment of deception, repression, and cover-ups concerning events that would be embarrassing to the organisation?				
46	Are compensation systems totally dependent on performance?				
47	Is there any form of discrimination - race, sex or				

What can I do to
I appreciate your
What scares me is
I am at peace when

**4. YOU NEED TO UNDERSTAND HOW YOU WILL DEAL WITH CONFLICT AND MISUNDERSTANDING**

How does your boss deal with Conflict? And you?

**Before we will ever become leaders of integrity, we must learn to follow our boss regardless of differences. The acid test of character comes when we disagree with our boss. Those in authority do not necessarily have greater intelligence or gifts, but they do have greater responsibility.**

5. YOU NEED TO ACCEPT AND RESPECT HIM OR HER AS YOUR BOSS

Consequently, whoever rebels against the authority is rebelling against what God has instituted, and those who do so will bring judgment on themselves. God expects us to obey natural authority and definitely he also expects us to obey spiritual authority

Why Do We Resist Authority?

HAVE A PERSONALDISCUSSION WITH YOUR COACH

1.

Describe your boss. What is he like to you? Be as honest and specific as you can.
2.

What are your feelings toward your boss?
3.

Do you trust your boss? If no, can you reason why and identify those areas of mistrust? List them.

21	The organisational Ethics Programme is effective				
22	The organisation will always re-consider its dealings with individuals/entities who do not meet its standards of conduct and integrity?				
23	The Code of Conduct is a living document by incorporating it by way of reference as a material term in the organisational contract of employment and procurement				
24	Meaningful and constructive dialogue with all staff exists				
25	Adequate time for the discussion of proposed solutions at meetings exist and is provided				
26	Information disclosed to all staff are:				
a	Reliable				
b	Relevant				
c	Clear				
d	Timely				
27	The things we think, say, or do is the truth here in our department, division, team				
28	The things we think, say, or do is fair to all concerned				
29	The things we think, say, or do build goodwill and better friendships				
30	The things we think, say, or do is beneficial to all concerned				
31	Do you maintain high standards of conduct in your personal and professional life?				
32	Do you set a good example?				
33	If you see something that does not look right or sound right, do you raise a concern or make a				

5	Processes to assess the integrity of prospective new appointees and promotion candidates are in place				
6	Communication and training programmes for employees on the organisational values, standards and compliance procedures are in place				
7	The existence, monitoring and auditing of safe systems for the reporting of unethical/risky behaviour (i.e. "whistle blowing") are in place?				
8	We are consistent in enforcement of discipline in relation to breaches of ethical behaviour				
9	Response to breaches of ethical conduct and steps to prevent reoccurrence are in place?				
10	Full disclosure at least annually on the degree of adherence to its Code of Conduct is made available?				
11	We disclose at least annually the extent to which we believe that ethical standards are being met?				
12	I am honest in all matters, both small and large?				
13	Others perceive my work as operating on a high ethical level?				
14	I am faithful in keeping my commitments?				
15	I admit my weaknesses and mistakes, and ask for forgiveness?				
16	I make restitution when I wrong someone?				
17	My decisions are fair and appropriate especially in negotiations, marketing or sales practices?				
18	I allow others to hold me accountable?				
19	I am a good and faithful servant to my employers, employees, colleagues, competitors, customers and suppliers?				
20	I believe that ethical standards are not being met elsewhere in the organisation				

- .....
- .....
4. Unhealed emotional wounds = wounded/broken spicity = bitterness/hate. Have you ever felt rejected by or alienated from your boss? If yes, describe the incident(s).

- .....
- .....
- .....
5. Do you think you are walking in a degree of hurt from that rejection/alienation at this time? If yes, describe how it affects you today.

- .....
- .....
6. Describe your family environment during your childhood. Was there peace, joy, stability, security, strife, depression, etc.?

- .....
- .....
7. Did you feel loved and accepted? Wanted? Valuable? Special?

- .....
8. List other authority figures in your life, and how you felt toward them. Did/ do you trust these people?

- .....

9. Did/do you feel you were important to these people?

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- .....

10. List some of the most painful moments of your life. Beside those moments, write the name of a authority figure who showed love an compassion when you hurt.

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- .....

11. List the people (male of female) who have loved you unconditionally.

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- .....

12. Are you willing to forgive anyone who has hurt you? Be honest.

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- .....

13. List areas in you life where you feel insecure.

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- .....

14. Are you willing to humble yourself and take the lower road? When?

**Build Relationships**

Now that you know how the existing relationships work, you need to build your own social network accordingly.

- Do not be afraid of politically powerful people in the organization. Get to know them.
- Ensure you have relationships that cross the formal hierarchy in all directions (peers, bosses, executives).
- Start to build relationships with those who have the informal power.
- Build your relationships on trust and respect – avoid empty flattery.
- Be friendly with everyone but don't align yourself with one group or another.
- Be a part of multiple networks – this way you can keep your finger on the pulse of the organization.

**Source:** Dealing with Office Politics Navigating the Minefield- Mindtools

25. ARE YOUR HOUSE IN ORDER?

THE GOLDEN RULES CHECKLIST

NO	REVIEW POINT	Yes	No	Un- certain	N/A
1	Have you seen the Code of Conduct of the organisation?				
2	Do you monitor and enforce the organisational Code of Conduct				
3	Do you oversee compliance to the organisational Code of Conduct				
4	Does your staff know the standards of ethical behaviour?				

- Make a list of character qualities- See Character first list
- Make a list of experiences that were meaningful
- Write it into a formal presentation/document (professional looking)
- Personalize it (i.e. Calligraphy, special paper, artistic frame etc.)
- Set aside a special day for its presentation and bless your boss

**Make politics work for you**

To deal effectively with office politics and use it yourself in a positive way, you must first to accept the reality of it. Once you've done this, you then need to develop strategies to deal with the political behavior that is going on around you. The best way to do this is to be a good observer and then use the information you gather to build yourself a strong network to operate in. Here are some tips:

**Re-Map the Organization Chart**

Office Politics often circumvent the formal organization chart. Sit back and watch for a while and then re-map the organization chart in terms of political power.

- Who are the real influencers?
- Who has authority but doesn't exercise it?
- Who is respected?
- Who champions or mentors others?
- Who is "the brains behind the organization"?

**Understand the informal network**

Once you know who's who in the organization, you have a good idea of where the power and influence lay. Now you have to understand the social networks.

- Who gets along with whom?
- Are there groups or cliques that have formed?
- Who is involved in interpersonal conflict?
- Who has the most trouble getting along with others?
- What is the basis for the interrelationship? Friendship, respect, manipulation?
- How does the influence flow between the parties?

- .....

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15. Do you feel either frequent or uncontrolled anger? When?
- .....

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16. Do you have bouts of depression? What triggers them?
- .....

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17. Does your sense of value and worth depend on praise form others? What happens if you don't receive that praise?
- .....

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18. On a scale of 1 to 10, how often do you experience the feeling of disappointment? (1 = never - 10 = always).
- .....

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19. How do you handle disappointment? Does it make you made, afraid, embarrassed, hurt, discouraged, unbelieving,etc,? List all the feelings you experience when disappointed.
- .....

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- .....

20. Disappointments can result in tremendous personal growth.

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21. Do you see yourself as having unrealistic expectations of other people - therefore causing your own disappointment? List those people who disappoint you most, and describe how they do so.

6. YOU NEED TO UNDERSTAND THE DEMOTIVATORS

Set aside 15 minutes to note down the things that steal your motivation, whether these are things that undermine your motivation to lead, or are general irritants that are undermining your self-motivation. List them under the column, De-motivators, in the table below.

De-Motivator	Circumstantial	Solution
	or Habitual	

Done with the list? Now you are ready to take on the challenge of tackling the killjoys. Start by considering whether the 'demotivation attacks' are occasional, circumstantial things, triggered by circumstantial factors (the visit of a difficult client; or being under the weather), or are they habitual, typifying your working style (leaving tasks unfinished; or saying yes to

2. What can I do to develop a better attitude of appreciation for what my boss t has done for me?
3. What blocks me from having Gratitude?
4. How can I make Gratitude function better, stronger, and faster, even in times of uncertainly and stress?

Gratitude is an attitude of being thankful, even when we do not see what we have. Ingratitude **and Disapproval** are the opposites.

Further Questions

1. How would you define Gratitude? Are you a person who dispenses Gratitude?
2. What are the things that cause you to have ingratitude?
3. How does the *lack of* Gratitude counteract Gratitude?
4. What happens to our relationship, with others, when we are disapproving, un-appreciating, and negative with others?
5. When have you been filled with Gratitude the most?
6. In what situation did you fail to have Gratitude, when you should have?
7. What issue is in your life that would improve with being more Grateful?
8. Think through the steps you need to take to put Gratitude into action in a specific instance.

Although gratitude can mean thankfulness, or to respond to a favor we have received, it is a much deeper response where our hearts are filled with gratitude for the many blessings that we received, even when they seem small to our wants, or even though we may not be able to see them.

How to create a tribute to your boss (Eulogy, Blessing)

- Make a list of everything your boss did right
- Make a list of everything you appreciate about your boss

At some point, we will struggle with what is right and wrong. We are all full of sin. We keep letting it in, and are continually looking for ways to say it is OK. We also need to be more accepting to others. We all need acceptance and should accept others. The struggle for many is what is acceptable and what is not.

We cannot be known for our negatives, for they will accomplish nothing. Our focus must be on the positive. By remaining positive, we can accept others, their unique personalities, and their varying maturity or immaturity. We are to accept people but not their deviant or immoral behavior.

Good Tolerance would be focusing on other people's strengths and not their weaknesses, accepting personalities (that are not dysfunctional), and being patient. Bad Tolerance would be not accepting others because of some superficial thinking such as the prejudices of skin color, social status, or wealth or because of our pride and arrogance, thus causing us to be callous toward others!

As we cannot flaunt ourselves because of our maturity or lack of it, we must desire to grow both socially and spiritually, and help others do the same. Tolerance is a mandate, but it has boundaries. As Boldness and Cautiousness are bookends to one another, so are Tolerance and Discernment. Tolerance means not being open to moral or spiritual failure, censure of what is right and true, condoning of what is evil to placate others, or the approval and/or practice of what is morally and ethically inferior. Rather, true tolerance is rooted in the knowledge of God's forgiveness and understanding. Tolerance still requires discernment and the practical discrimination and sensitivity to what is wrong.

If we want to change the world, we first need to change ourselves!

**24. DO PAY A TRIBUTE TO YOUR BOSS**

**Is the Character of Gratitude working in you?**

Here is how you can find out. Take a careful look at this character. Now ask yourself:

- 1. How do I exhibit Gratitude in my daily life?

everything irrespective of whether you can do it). Mark the cause, circumstantial or habitual, in your table.

Next comes the solution column. If circumstantial factors bother you, then get a grip on exactly what is it that "switches you off" and try to neutralize the cause. You may not be able to run out and fix the problem immediately, but at least list the solution.

However, if the de-motivator is a recurring habit, you have to acknowledge it as a serious handicap, which may undermine all the good work you want to accomplish. You need to make concerted effort to bring motivation and passion to the activity

**7. YOU NEED TO MAKE DEPOSITS IN HIS OR HER LIFE**

Meaningful relationships are not like the mold accumulating on the fontina in your fridge. They require conscious effort. Each relationship is like a bank account. The quality of the relationship depends upon what you put into it. Keeping promises, being courteous and kind, offering support, listening, and taking time for the other person are just a few ways to make deposits. Of course there are certain things that will make withdrawals, and you'll want to minimize those. Keep your Emotional Bank Accounts growing, and you'll see the dividends in deeper, more meaningful relationships Stephen Covey

**Don't be rude**

Rudeness – even deliberately mean or cruel behavior – can show up in many different forms. Be aware of actions and behaviors such as these:

- Making unkind and hurtful comments.
- Using a sarcastic, mocking, or cynical tone of voice.
- Making jokes about you, or jokes at your expense.
- Ignoring you.
- Constantly complaining.
- Being aggressive.
- Being deliberately uncooperative.
- Spreading rumors.
- Constantly criticizing.
- Making you look bad to your superiors or other co-workers.
- Attempting to dominate you.
- Being abrupt, or frequently interrupting you when you speak.

## 8. YOU NEED TO UNDERSTAND EACH OTHERS STRENGTHS

Do you know each other's strengths are?

The StrengthsFinder assessment is an online, self-administered test that allows you to discover your five greatest strengths. The latest version of the test is at [www.strengthsfinder.com](http://www.strengthsfinder.com). To use it, you'll need an individual, single-use access code

- **Achiever** – Achievers are very driven. They feel a strong desire to accomplish something by the end of every day.
- **Activator** – Activators are always eager to get started. They're impatient for action.
- **Adaptability** – Adaptability means living in the moment and responding well to changing conditions. Adaptable people do well with the unknown.
- **Analytical** – Analytical people need proof and hard, reliable data before making a decision.
- **Arranger** – Arrangers love working with many variables at work. They're masters at aligning partnerships and taking on complex challenges.
- **Belief** – Believers have high ethics and strong core values of spirituality and family. Others trust them, and they're seen as "dependable."
- **Command** – Commanders take charge. They share their opinions with others, and they have no fear of confrontation.
- **Communication** – Communicators know how to talk to people, and they're the source of new ideas. People like to listen to them.
- **Competition** – Competitors constantly compare their performance to others, and they love to win.
- **Connectedness** – People with this trait believe things happen for a reason. They know, without a doubt, that all of us are in this together.

others beyond our expectations, experiences, or comfort zone. This is a call to endure the immaturity, hardships, and shortcomings of others without becoming judgmental or condescending, yet at the same time, not allowing evil or immorality.

**Intolerance, Prejudice, Impatience, and Relativism** are the opposites. These bad characters will cause us to be judgmental and allow our pride to rule us. Skewing this character will cause us to think that all beliefs, values, lifestyles, and truth are equal. This mindset will cause our judgment to be hampered so we think that knowing right from wrong really does not matter. Tolerance is not being broadminded or yielding to the flow of popular thinking, forgetting our convictions.

### Further Questions

1. How would you define Tolerance?
2. What part does Tolerance play in your relationships with other staff members, friends, co-workers, and family? How can you demonstrate Tolerance with kindness even when others make you feel uncomfortable?
3. How does being judgmental impact Tolerance? What is the cost to others when you are a person who accepts *relativistic* thinking (thinking everything is good and acceptable as long as nobody is hurt)?
4. When have you been filled with Tolerance the most?
5. In what situation did you fail to be Tolerant with someone when you should have?
7. What issue is in your life that would improve with more Tolerance?
8. Think through the steps you need to take to put Tolerance into action in a specific instance, such as, *where is Tolerance not functioning properly in my attitudes and what can I do about it? What can I do to help others mature? How can I inform others, in love, how to distinguish what is right from what is popular?*

People learn best by example, not by forced obligation or manipulation. Character is *caught* more than it is *taught*. Modeling is a necessity; teaching it is secondary.

## 22. ARE YOU REALLY TRUSTWORTHY?

Organizations typically spend considerable energy and effort in team building initiatives, including workshops, retreats, and adventure type experiences. While all of these have their place, if organizations want to increase collaboration and enhance teamwork, they need to start with trust. It's the benchmark of healthy team relationships, it's a very simple process. **It's all about individual behaviors.** Do individuals behave in a trustworthy manner or not? There is only a pass or fail here.

And what are these behaviors? We all instinctively know them, but sometimes we need to remind ourselves of what they are. Ask yourself:

- Do I share information that I know is helpful to others, or do I withhold it?
- Do I treat everyone with kindness and compassion?.
- Do I try to do good in my dealings with others?
- Do I follow through on my commitments, even if it is at considerable personal expense?
- Do I seize opportunities to encourage others?
- Am I just as happy about others' achievements as I am of my own?
- Do I consistently strive to deliver great work?
- Is "candid" a quality people would readily attribute to me?

## 23. IS THE CHARACTER OF TOLERANCE WORKING IN YOU?

Here is how you can find out.

1. How do I exhibit Tolerance in my daily life?
2. What can I do to develop a better attitude of Tolerance?
3. What blocks Tolerance from working and being exhibited in me?
4. How can I make Tolerance function better, stronger, and faster even in times of uncertainty and stress?

**Tolerance** is the recognizing and respecting of others with dignity. It is being forbearing and patient with others even when they are different or weaker. It is seeking to understand and know

- **Context** – People who score highly in context are always looking at the past to see where the unstable present is headed. Understanding the past, and what it means to the present and future, gives them confidence.
- **Deliberative** – Deliberative people are careful, private, observant, and serious. They try to reduce risks as much as possible.
- **Developer** – Developers see the positive potential in everyone. They view their friends and colleagues as "works in progress," and their goal in interactions is to help others succeed.
- **Discipline** – Disciplined people need a world that's very ordered and structured. They love routines and deadlines, and they feel in control of their workday and projects.
- **Empathy** – Those who score high in empathy are masters at sensing the feelings of others and seeing things from other people's perspectives.
- **Fairness** – Fair people treat everyone the same, regardless of position or rank. They believe that everyone should have an equal chance to show how great they can be.
- **Focus** – Focusers constantly analyze where they're going and how they'll get there. Their goals guide them, and they quickly become frustrated if goals are unclear.
- **Futuristic** – High scorers here love thinking and dreaming of the future. They have incredible vision, and they can energize others when they show them this vision.
- **Harmony** – Harmonists are experts at getting others to agree. For them, common ground is always more important than conflict.
- **Ideation** – These people love ideas, and they're fascinated by the way different ideas can connect to make a whole.
- **Inclusiveness** – Inclusive people love to include others in their group and make them feel as if they belong. They hate seeing someone "on the outside looking in," and they rarely judge others.
- **Individualization** – Individualists love looking at the individual qualities of each person. They hate stereotypes, and they're great observers of other people's strengths.

- **Input** – These people are "information collectors." They act on any new information or experiences they can attain.
- **Intellection** – High scorers in this category like to think. They like being alone to study issues and solve problems.
- **Learner** – Learners love the entire process of learning, and they're energized by the journey.
- **Maximizer** – Maximizers thrive on excellence. They actively seek projects and tasks that allow them to take something mediocre and perfect it.
- **Positivity** – These people love to praise others, and they always look at the positive side of situations. They find ways to make work more exciting and vital because they see the good in it.
- **Relator** – Relators are masters at building deep, meaningful relationships with the people they know.
- **Responsibility** – High scorers in this category are always willing to take ownership of what they do, good or bad. They have strong ethics, and they work hard at fixing mistakes when they happen.
- **Restorative** – Restoratives love solving problems, and they're energized by the whole problem-solving process.
- **Self-assurance** – Self-assured people have faith in their strengths, so they're able to take risks and confront new challenges.
- **Significance** – These people want others to see them as significant. Recognition is important, and their work is a way of life for them.
- **Strategic** – Strategic people are able to sort through confusion to find the best possible route. They're experts at asking "What if?" – and then evaluating the answers to find a meaningful solution.
- **Winning Over Others** – High scorers in this category love meeting new people, and they're energized by the process of getting others to like them.

### Further Questions

1. How would you define Loyalty? Are you a respectful person? If so, what about respect for your boss?
2. What part does Loyalty play in your relationships with your boss?
3. How does being distrustful counteract Loyalty? What is the cost to others when you are a person who is Disloyal?
4. What happens to your relationship when you are Unfaithful or dislike to honor the people in charge?
5. When have you been filled with Loyalty the most?
6. In what situation did you fail to be Loyal when you should have been?
7. What issue is in your life that would improve with more Loyalty? Do you just *complain*, or do you seek to be a part of the solution?

Loyalty is like faith; it means assurance of another. In ancient times, the two words had the same meaning, and referred to one's loyalty to a person, or trustworthiness to a promise they had made. The person receiving the promise was acting on faith and trusting in that person, and that is what loyalty is mainly about. But, loyalty has another facet to it. It is also a call that we involve other characters into, such as, forgiveness, mercy, and respect. We are to realize this with people, even when it is underserved and unearned. It is also the knowledge that people with whom we place our loyalty will disappoint us. We are not responsible for how people treat us; we are only responsible for treating them with utmost character

But, we can treat everyone with whom we come in contact, with good character-- and that means with loyalty, too. We need to realize that in order to keep relationships functional, we have to be dedicated, trustworthy, dependable, and committed. That means we do not gossip, we do not put down, we do not undermine, we do not play games; When we stick with our friends, we keep our friends. Long term relationships tend to be rare, but they are vital. Do not let them be rare in your life!

- Did the boss feel the way you expected him to feel? If not, why not?
- How should you act or behave differently to move forward?

#### Step 6: Change/Improve

This step completes the cycle. All of the feedback in the world won't help you unless you commit to learning and changing.

- Honor and respect the feedback you've received. If you believe it's valid, change your message or behavior.
- Identify resources to help you improve (asking colleagues; doing more testing; or, classes, books, seminars, and so on).

## 22. TOUGH ONE: STAY LOYAL

Here is how you can find out. Ask yourself:

1. How do I exhibit Loyalty in my daily life?
2. What can I do to develop a better willingness to be Loyal and maintain a commitment to my boss?
3. What blocks Loyalty from working and being exhibited in me?
4. How can I make Loyalty function better, stronger, and faster, even in times of uncertainty and stress?

**Loyalty** is remaining committed. It is developing allegiance and respect in one another, and not seeking to manipulate the other person

**Disloyalty, Betrayal, Distrusting, and Unfaithful**, are the opposites. It is allowing our corrupt nature to characterize our desires, so we manipulate others rather than build them up. This mindset will quickly turn into contempt, and will cause us to disrespect and undermine your boss as well as one another.

## 9. YOU NEED TO HAVE AN EYE BALL SESSION FROM TIME TO TIME

- What is bugging you? And what annoys you?
- What is out of balance?
- What could work better? What could you improve?
- What are your customers or users complaining about?
- What challenges do you have?
- What is making you take action?

#### Building the Reputation You Want

Start by gaining a clear understanding of what people think of you right now.

**Step One:** Evaluate your reputation from your own perspective. Use a **personal SWOT analysis** as the basis for this. What are your strengths, weaknesses, opportunities and threats related to each of the four elements of reputation? Use the following questions to guide your thinking:

- What characteristics describe my work habits? (dependable, trustworthy, creative, late, cuts corners, gossips)
- How up-to-date are my professional skills? Are they "fresh", or am I a dinosaur? Do people come to me for answers, or do I go to them?
- What do my extracurricular activities say about me?
- What are the reputations of my friends and my company? Are they consistent with my reputation?

**Step Two:** Determine your true reputation.

- Ask for a frank assessment from your boss, co-workers, clients, past business associates and anyone who has dealt with you professionally. You are essentially asking for a 360° evaluation of your reputation.
- Probe to understand which behaviors cause them to feel the way they do about you.
- Ask them what percentage of their assessment is based on what they have experienced directly, versus what they have heard about you and your reputation. Remember, your reputation permeates everything and often precedes you and your recent behavior.

**Step Three:** Compare the differences between the assessments from Steps Two and Three and analyze the reasons for the differences.

- What trends do you notice?
- If your assessment is way off, why is that?
- Do you have different reputations with different groups of people? Why?
- What positive elements do you have in common throughout?
- What negative elements come up consistently?

**Step Four:** Develop your desired reputation profile.

- Ask yourself what you want to be known for.
- Make sure trustworthiness and reliability are on the list.
- Step back and consider whether your chosen reputation profile fits with your career goals.
- Use your current reputation as a starting point, and then try to benchmark the characteristics of people in your profession who enjoy good reputations.

**Step Five:** Create a plan for developing and maintaining your desired reputation.

- Identify what you need to do to develop or change your reputation.
- Set yourself a series of goals That will move you towards the reputation you want.
- Work hard to fix the negative elements of your reputation sooner rather than later.

**Source:** What's Your Reputation? Building a Reputation Consistent with Your Career Goals. Mind tools

## 10. YOU NEED TO CHECK FOR YOUR SELF SABOTAGING BEHAVIOUR

- What goals have you had for yourself for a long time and never been able to accomplish?
- What do you consistently fail at, for no obvious reason?
- Are there particular areas where you find yourself procrastinating or putting off making a decision?
- Are you suffering from lack of motivation to do something that you should want to do?
- Do you find yourself unreasonably angry or frustrated, and is this affecting your relationships?

- What is the best way to communicate this message?
- What level/type of language should I use?
- Does my boss have any background information on my topic?
- Will my boss need any additional resources to understand my message?
- Am I expressing emotions in my message? If so, which emotions?
- Will my boss assume anything about me or my motives that will hurt communication?

### Step 3: Transmit/Deliver

The way that you communicate your message is vital to ensuring that your boss receives it effectively. Ask yourself:

- Is this the right time to send this message?
- What is my boss's state of mind likely to be, and what workload will he be experiencing when he receive this message? How should I present my message to take account of this?
- Will there be any distractions that may hurt communication?

### Step 4: Receive Feedback

This is a key step in the Communication Cycle. Without feedback from your boss, you'll never know how you can improve the way that you communicate your message.

Make sure that you include some type of feedback process as part of your communication.

- Do you know how to read body language, and use it to steer your presentation?
- Will you have a process for getting feedback from your boss?
- When you receive feedback, is it generally what you want and expect?

Remember to use indirect feedback here too. Did you get the response that you wanted from your communication? Is there anything more that you can interpret from the response that you received?

### Step 5: Analyze/Decode/Learn

Use the feedback you received in Step 4 to learn and grow. Depending on your situation, you might need to rewrite your message and try again.

- Why did you receive this feedback? What does this tell you about your message?
- What could you have done differently to get the response you wanted?

9. What causes you the most stress during the day?

Ask the following questions to get a better understanding of your people's training needs:

- What challenges do you face every day?
- What is most frustrating about your role?
- What areas of your role, or the organization, do you wish you knew more about?
- What skills or additional training would help you work more productively or effectively?

## 22. BE CLEAR IN THE WAY YOU COMMUNICATE

Think of how often you communicate with your boss. You write emails, facilitate meetings, participate in conference calls, create reports, devise presentations, debate with your colleagues... the list goes on. We can spend almost our entire day communicating. So, how can we provide a huge boost to our productivity? We can make sure that we communicate in the clearest, most effective way possible.

The better we communicate, the more credibility we'll have with our boss and our colleagues.

Use the 7 Cs of Communication as a checklist for all of your communication. By doing this, you'll stay clear, concise, concrete, correct, coherent, complete, and courteous.

This is how you need to communicate

### Step 1: Clarify Your Aim

Organize your thoughts about the message that you want to communicate by answering these questions:

- To whom am I communicating?
- What message am I trying to send, and what am I trying to achieve with it?
- Why do I want to send this to my boss? Do I need to send it at all?
- What do I want my boss to feel?
- What does my boss need or desire from this message?
- What do I want my boss to do with this information?

### Step 2: Compose/Encode

Now that you've organized your thoughts with the questions in Step 1, start crafting your message. Think about:

- Is there an area where other people (and in particular, your boss) consistently get frustrated with you?
- Is there something in your life that nags at you and causes you dissatisfaction because you know you could do it, or do it better?

## 11. YOU NEED TO UNDERSTAND WHO YOU ARE AS WELL AS WHO YOUR BOSS REALLY ARE

Sit down and just talk through the following agenda:

- When have you been most committed, passionate and enthusiastic?
- When have you been most creative?
- When have you been most sure of yourself and your decisions?
- What do you consider to be your greatest accomplishment?
- When have other people considered you to be most successful?
- When have you enjoyed your work most?
- What talents were you relying on, and using, in these situations?
- For what would you take a very strong stand?
- What about the world puzzles or disturbs you that you could make an impact on?
- What jobs do you like to do at work when you have a choice?
- What activities are you drawn towards out of work?
- If money were no concern, what would you be doing?

## 12. YOU NEED TO BE THE ROLE MODEL FIRST

When it comes to trust, people respond to those who inspire them. We trust people who consistently demonstrate high-quality behaviors. These include:

**Honesty** – only speak the truth, and practice transparency.

**Integrity** – establish a solid moral code and use it unfailingly.

**Respect** – never ask anyone to do something you wouldn't do yourself.

**Loyalty** – stand behind your people, and your decisions.

**Fairness** – apply similar standards, measures and expectations to all members of your team.

**Authenticity** – be yourself. If you try to "fake it" you'll be found out eventually. In the meantime, there will always be something "not quite right" about you. Getting trust from your boss starts with a firm belief in the person you are.

### 13. YOU AND YOUR BOSS NEED TO WEAR DIFFERENT HATS FROM TIME TO TIME

If you look at a problem with the 'Six Thinking Hats' technique, then you will solve it using all approaches. Your decisions and plans will mix ambition, skill in execution, public sensitivity, creativity and good contingency planning.

You can use Six Thinking Hats in meetings or on your own. In meetings it has the benefit of blocking the confrontations that happen when people with different thinking styles discuss the same problem.

Each 'Thinking Hat' is a different style of thinking. These are explained below:

- **White Hat:**  
With this thinking hat you focus on the data available. Look at the information you have, and see what you can learn from it. Look for gaps in your knowledge, and either try to fill them or take account of them.
- This is where you analyze past trends, and try to extrapolate from historical data.
- **Red Hat:**  
'Wearing' the red hat, you look at problems using intuition, gut reaction, and emotion. Also try to think how other people will react emotionally. Try to understand the responses of people who do not fully know your reasoning.
- **Black Hat:**  
Using black hat thinking, look at all the bad points of the decision. Look at it cautiously and defensively. Try to see why it might not work. This is important because it highlights the weak points in a plan. It allows you to eliminate them, alter them, or prepare contingency plans to counter them.
- Black Hat thinking helps to make your plans 'tougher' and more resilient. It can also help you to spot fatal flaws and risks before you embark on a course of action. Black Hat thinking is one of the real benefits of this technique, as many successful people get so

7. What issue is in your life that would improve with more *Teachability*?

8. Think through the steps you need to take to put *Teachability* into action in a specific instance. How can you be involved?

Teaching is not something we do in a classroom; it is a lifestyle, learning that can be passed on to others. This comes from the willingness to see others' experiences and knowledge as valuable, no matter what our own experience and education level is, so we can catch what is being taught without any misgivings or barriers

People who are teachable will be open to new ideas. They will be careful with motivations and lifestyle. They will be willing to submit to others for correction so they can improve their attitude and character. They do not have all the answers, but perhaps can point to where the answers may be. They are willing to admit their mistakes and failings and, with haste, make any necessary corrections. At the same time, they are also able to apprehend real truth and discern what is false. Teachable people are not afraid to point out errors in others. Being teachable will allow us to make our character real in the lives of others by how we act, react, and respond! Teachable people will have an eagerness to learn and pass it on in a meaningful and creative ways. This means not only the seeking of academic enrichment, but also how to apply it in our lives and the lives of others.

Ask

It's an obvious thing to say, but one of the best ways of finding out what your team members need is to ask them. They'll be able to tell you immediately what's working and what isn't.

Sometimes, asking very specific questions can help you pinpoint the tools and resources that your team members need. Try asking the following:

1. What are your biggest frustrations at work?
2. Do you have the physical tools that you need to do your job?
3. Do you often have to call around or search online for key information?
4. Can you easily contact other team members?
5. Is the flow of information within the department or team effective?
6. Are any parts of your workday or workflow processes inefficient?
7. Have you had the training you need to do your work well?
8. Would additional training improve your work, or make it more efficient?

## 21. BE TEACHABLE

### Is the Character of Teaching or *Teachability* working in you first?

Ask yourself:

1. How do I exhibit *Teachability* in my relationship with my boss?
2. What can I do to develop a better willingness to be more teachable?
3. What blocks *Teachability* from working and being exhibited in me?
4. How can I make *Teachability* function better, stronger, and faster, even in times of uncertainty and stress?

**The character of *Teachability*** has two aspects to it; one is being a learner and the other is to pass it on, to share insights and what we have learned with others to disciple them. It never means being condescending or thinking we know it all. It is first being a learner, then replicating that in others. To be a person who can teach we have to be a person who is teachable.

#### *Further Questions*

1. How would you define *Teachability*? Are you a person who naturally passes on your knowledge and experience in a loving and encouraging way? If not, why not?
2. What part does teaching play in your relationships with your boss? If you see someone who needs some instruction, what do you do? What should you do?
3. How does refusing to learn or pass on your knowledge counteract *Teachability*?
4. What happens to your relationship with your boss when you refuse to learn?
5. When have you exercised *Teachability* the most?
6. In what situation did you fail to pass on information or learn something when you should have?

used to thinking positively that often they cannot see problems in advance. This leaves them under-prepared for difficulties.

- **Yellow Hat:**

The yellow hat helps you to think positively. It is the optimistic viewpoint that helps you to see all the benefits of the decision and the value in it. Yellow Hat thinking helps you to keep going when everything looks gloomy and difficult.

- **Green Hat:**

The Green Hat stands for creativity. This is where you can develop creative solutions to a problem. It is a freewheeling way of thinking, in which there is little criticism of ideas. A whole range of **creativity tools** can help you here.

- **Blue Hat:**

The Blue Hat stands for process control. This is the hat worn by people chairing meetings. When running into difficulties because ideas are running dry, they may direct activity into Green Hat thinking. When contingency plans are needed, they will ask for Black Hat thinking, etc.

Source: Edward de Bono

## 14. YOU AND YOUR BOSS NEEDS TO BUILD ENTHUSIASM IN EACH OTHER

Your attitude can be as important as your knowledge and skills. Will you bring a positive energy to the team, or will you bring it down? Negative comments have a way of coming back to haunt you.

The three factors, which together build enthusiasm, are as follows:

1. Equity/Fairness – People want to be treated fairly at work.
2. Achievement – People want to do important, useful work, and be recognized for this.
3. Camaraderie – People want to enjoy good relationships with their co-workers.

## 14. YOU HAVE TO BE FAIR

### Is the Character of Fairness working in you?

Here is how you can find out. Take a careful look at this character Now ask yourself:

1. How do I exhibit Fairness in my daily life?
2. What can I do to develop a better attitude of Fairness?
3. What can block Fairness from operating from my life?
4. How can I make Fairness function better, stronger, and faster, even in times of uncertainty and stress?

**Fairness.** It seeks the best, just, equitable solution, even if it hurts us. It does not seek to please one over another, nor does it seek more than is needed. Fairness is not insisting on having our rights over someone else's!

**Unfairness, Injustice, and Bias** are the opposites. They cause us to act with prejudice towards others in our thinking and actions! It would be like one person insisting on denying the others something they want or need because it may offend.

### Further Questions

1. How would you define Fairness?
2. What are the things that cause you to be biased toward others?
3. How does being biased counteract Fairness?
4. What happens to our relationships with others when we are prejudiced toward others who are different from us?
5. When have you been filled with Fairness the most?
6. In what situation should you have been Fair, but failed to be?
7. What issue is in your life that would improve with more Fairness?

4. How can I make honor function better, stronger, and faster, even in times of uncertainty and stress?

**Having Honor and Respect** means being polite and courteous. It is valuing and honoring my seniors and bringing out the best in them. With this character, we can effectively respect, admire and give tribute to others. **Disrespect, Humiliate, Undermine, Put Down and Show Up**, are the opposites. These awful attitudes will delude our self-perceptions, as well as our relationships with my boss.

### Further Questions

1. How would you define Honor? If so, what about people you do not like?
2. What part do Honor and Respect play in our relationships with my boss?
3. How does Disrespect counteract Honor? What is the cost to others when you are a person who likes to show others up?
4. What happens to your relationship when you put others down?
5. When have you realized the Value in others the most? Do people have to earn your respect? If so, why?
6. In what situation did you fail to Honor someone when you should have?
7. What issue is in your life that would improve if you could show more Honor?
8. Think through the steps you need to take to put Honor into action in a specific instance. How can you start to treat others with dignity, especially those with whom you disagree or those you dislike?

The word for Honor from both the Greek and the Hebrew means to look upon and deal with someone as a valued individual. Honor is how we are to treat others.

- Self-control.
- Professionalism.
- Good team-working.

## 19. JUST STICK TO THE FOLLOWING KEY INGREDIENTS OF A GOOD RELATIONSHIP AND MAKE SURE THAT YOU DELIVER ON THAT

- **Trust** - This is the foundation of every good relationship. When you trust your boss, you form a powerful bond that helps you work and communicate more effectively. If you trust your boss, you can be open and honest in your thoughts and actions, and you don't have to waste time and energy "watching your back."
- **Mutual Respect** - When you respect your boss that you work with, you value their input and ideas, and they value yours. Working together, you can develop solutions based on your collective insight, wisdom and creativity.
- **Mindfulness** - This means taking responsibility for your words and actions. Those who are mindful are careful and attend to what they say, and they don't let their own negative emotions impact the people around them.
- **Open Communication** -. The better and more effectively you communicate with your boss you, the richer your relationships will be. All good relationships depend on open, honest communication.

## 20. START BY HONORING YOUR BOSS

### Is the Character of Honor working in you?

Here is how you can find out. Take a careful look at this character. Now ask yourself:

1. How do I exhibit honor towards my boss?
2. What can I do to develop a better willingness to honor and value my boss?
3. What blocks honor from working and being exhibited in me?

8. Think through the steps you need to take to put Fairness into action in a specific instance. Such as, how can you prepare to settle a situation that may come up by being impartial, listening, and examining all of the facts? Or, how can you avoid being a person who is prejudiced toward others? Consider how fairly you treat others, and then make the needed changes to align yourself.

Fairness is how we are to judge and handle situations with respect and uniformity, even when they may be not fair to us. Thus, you cannot be selfish or show partiality, nor can you deny justice.

## 15. YOU AND YOUR BOSS NEEDS TO SIT DOWN AND FIND THE ROOT CAUSES OF PROBLEMS

### Step One: Define the Problem

- What do you see happening?
- What are the specific symptoms?

### Step Two: Collect Data

- What proof do you have that the problem exists?
- How long has the problem existed?
- What is the impact of the problem?

### Step Three: Identify Possible Causal Factors

- What sequence of events leads to the problem?
- What conditions allow the problem to occur?
- What other problems surround the occurrence of the central problem?

### Step Four: Identify the Root Cause(s)

- Why does the causal factor exist?
- What is the real reason the problem occurred?

### Step Five: Recommend and Implement Solutions

- What can you do to prevent the problem from happening again?
- How will the solution be implemented?

- Who will be responsible for it?
- What are the risks of implementing the solution?

## 16. BOTH OF YOU NEED TO COMPLETE A PSYCHOLOGICAL CONTRACT WITH EACH OTHER

If you think about the relationship between you and your company, there are probably some unwritten rules and expectations. This contract includes the expectations and obligations of both sides. While some parts of the relationship are clear and agreed upon, other parts are based on an implied understanding of promises that each side has made to the other. Although informal and typically unspoken, when terms of the psychological contract are met, it can lead to increased satisfaction and productivity. When expectations are not met, this can cause negative emotions, and the person who feels the contract hasn't been met may withdraw some or all of his or her commitment to the organization.

The foundation of an effective psychological contract includes questions like these:

- What do you expect from me as your manager/supervisor/leader?
- What role do you see for yourself relative to the rest of your team?
- How does our organization's culture fit with your values?
- What makes you want to 'give your all,' and work really hard for your team and your organization?
- Which aspects of work give you the most satisfaction?

## 17. YOU NEED TO STAND UP FOR YOUR BOSS

Do you feel comfortable standing up for your boss? This means knowing your own values. When you stand up for your boss, you show that you're "on his/her side" when they need help. This builds long-term loyalty, trust, credibility, commitment, and morale, and it gives your boss a confidence boost. However, you shouldn't defend your boss actions in all circumstances. For instance, you can end up looking foolish if you jump to the defense of your boss who has done

something genuinely unethical, and you should avoid defending your boss as a way of manipulating him/her to "pay you back" for your loyalty in the future. When it comes to defending your boss to others, plan what you're going to say in advance, if you can. Explain why you're standing by your boss, and highlight the steps he or she is taking to remedy the situation, if appropriate.

## 18. UNDERSTAND YOUR ROLE IN BUILDING MORALE

There are many different factors that can affect team morale. When morale suffers, it's important that you take steps to rebuild it quickly. Almost by definition, organizations with high morale experience higher productivity and staff engagement, they show lower employee turnover and absenteeism, and they have a happier workforce. What's more, they find it easier to attract and retain the best talent. While "raising morale" can seem to be a nebulous goal, many of these other effects are measurable, and directly affect the bottom line.

Keep in mind that lack of appreciation is often cited as one of the root causes of low morale. So, do whatever you can to show you appreciate your boss. Reward your boss by saying "thank you" for a job well done or when key goals are met

## 19. START TO BE A GOOD ROLE MODEL

Have you ever worked with someone you really looked up to? All of us have probably worked with people like this. But, have you ever thought about your own actions and behavior? Are you a good role model for your boss? Good role models provide support and encouragement; they uphold their organizations values; they keep their emotions in check; and, they're humble about their successes. In short, good role models are "model employees."

Good role models typically exhibit the following traits:

- Humility and empathy.
- Integrity.
- Support for the organization's values.
- Good people skills.
- Positive attitude.