



Being A Likeable Boss

GLOBAL COURSEWARE

Getting Started

Being a likeable boss means you have to learn to be more effective.

Many have tried to lead while seeking popularity only to find that they are loved but not respected.

Workshop Objectives



- Understand how to develop leadership qualities
- Know how to delegate effectively
- Choose inspirational and engaging tasks for yourself and others
- Use wisdom and understanding to lead others



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The speed of the leader is the speed of the gang.

Mary Kay Ash

MODULE TWO

Is It Better to be Loved or Feared?

Machiavelli felt a leader who is feared is preferable to a leader who is loved.

Do we really need to adopt an idea that proved disastrous for some ruthless dictators?



The Case For Fear

Some leaders still maintain that if they approach their employees with a sense of antagonism they will face fewer instances where employees take advantage of them.

The Case For Love

Real respect must be earned, and involves respecting others.





The Case Against Either

Both have their upsides, but each also a downside.

There must be an intermediary way.

The Middle Ground

Since both leadership styles have upsides and downsides, perhaps the best approach is to be a little bit of both.



Practical Illustration



- The Case For Fear
- The Case For Love
- The Case Against Either
- The Middle Ground

Module Two: Review Questions

1. Who first posed the question of whether it's better to be feared or loved?

A. Shakespeare

B. Da Vinci

C. Columbus

D. Machiavelli

Module Two: Review Questions

2. What is an advantage of authoritarian leadership?

A. Employee loyalty

B. Well-defined boundaries

C. A lack of conflict

D. Respect for upper management

Module Two: Review Questions

3. Genuine respect _____.

A. Must be earned

B. Is achieved through fear

C. Can only be given to people who are higher up than you are

D. All of the above

Module Two: Review Questions

4. Which is NOT an effect of a more lenient and understanding leadership style?

A. Less conflict between management and employees

B. Employees tend to be more loyal

C. Clearly defined boundaries

D. Easier to motivate employees to cooperate

Module Two: Review Questions

5. What is a detriment of authoritarian style leadership?

A. Clear boundaries

B. High employee turnover rate

C. Lack of discipline

D. None of the above

Module Two: Review Questions

6. What is a detriment to a relaxed leadership style?

A. Poisonous work environment

B. High employee turnover rate

C. Clear consequences for violating boundaries

D. A chaotic work environment

Module Two: Review Questions

7. When determining whether to approach with an authoritarian style or a lenient style, what should you consider?

A. The bigger picture

B. The long-term consequences

C. What will be effective

D. All of the above

Module Two: Review Questions

8. What should a middle ground approach to leadership include?

A. A poisonous work environment

B. A chaotic work environment

C. An indifferent work environment

D. An environment where all employees are respected regardless of status

Module Two: Review Questions

9. Why did Machiavelli claim what he did about leadership?

A. He lived in a different time

B. He was loved by all

C. He was not liked at all

D. None of the above

Module Two: Review Questions

10. What does *an intermediary way* to lead mean?

A. Someone has to be in charge

B. Employees love their boss

C. An effective leader can also be loved by their employees

D. None of the above

A black and white silhouette of two people climbing a large, dark rock. The person on the left is lower and reaching up to help the person on the right, who is higher up and leaning over. A thin white horizontal line is positioned above the quote.

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In order to lead, one must first learn how to serve.

The I Ching

MODULE THREE

Leadership as Service

One factor that can truly enhance your effectiveness in leadership is to see yourself as serving the needs of your employees even as you serve the needs of your company or organization.



Top-down Hierarchies

This means that you have a clear ranking from CEO to mail-room clerk, and everyone understands their place.

A Lateral Perspective

Departments are administered serve as a conduit between the team and the administrators.





Know Your Employees

To lead effectively it helps to know your employees on a personal and professional level.

Genuine Empathy and the Power to Lead

- Listen
- Validate
- Consider your own attitude
- Suspend your own viewpoint



Practical Illustration



- Top-Down Hierarchies
- A Lateral Perspective
- Know Your Employees
- Genuine Empathy and the Power to Lead

Module Three: Review Questions

1. What is another word for a top-down organizational structure?

A. Vertical

B. Lateral

C. Horizontal

D. Inverted

Module Three: Review Questions

2. Which of the following is NOT a disadvantage of a top-down organizational structure?

A. Office politics

B. Information distortion

C. Slow decision making

D. Low rung employees can feel less involved in company goals

Module Three: Review Questions

3. Another term for a horizontal organizational structure is _____.

A. Vertical

B. Lateral

C. Inverted

D. Anarchy

Module Three: Review Questions

4. Which of the following is NOT a disadvantage of a horizontal organizational structure?

A. Finger pointing when something goes wrong

B. Chaotic work environment

C. Slow decision making

D. Office politics

Module Three: Review Questions

5. According to this module, which of the following is a good reason to get to know your employees?

A. Blackmail purposes

B. Helps employee morale

C. So you know what gifts to buy them on their birthdays

D. None of the above

Module Three: Review Questions

6. Which of the following is NOT a good reason to get to know your employees?

A. Allows you to make effective policies

B. Allows you to understand what motivates your employees

C. Allows you to avoid creating more or bigger problems when making policies

D. Allows you to plan the perfect date

Module Three: Review Questions

7. According to the *I Ching*, what qualities are helpful in developing in others an “unconscious willingness to be led”?

A. Gentleness and Understanding

B. Awe and Fearsomeness

C. Dignity and Strength

D. None of the above

Module Three: Review Questions

8. Which of the following is NOT a good approach towards developing empathy?

A. Listening actively

B. Seeing the others point of view
as valid

C. Suspending your own viewpoint

D. Giving advice

Module Three: Review Questions

9. How can you enhance your effectiveness as a leader?

A. Being humiliated in front of them

B. Look at yourself as serving them

C. Allow them to be late

D. None of the above

Module Three: Review Questions

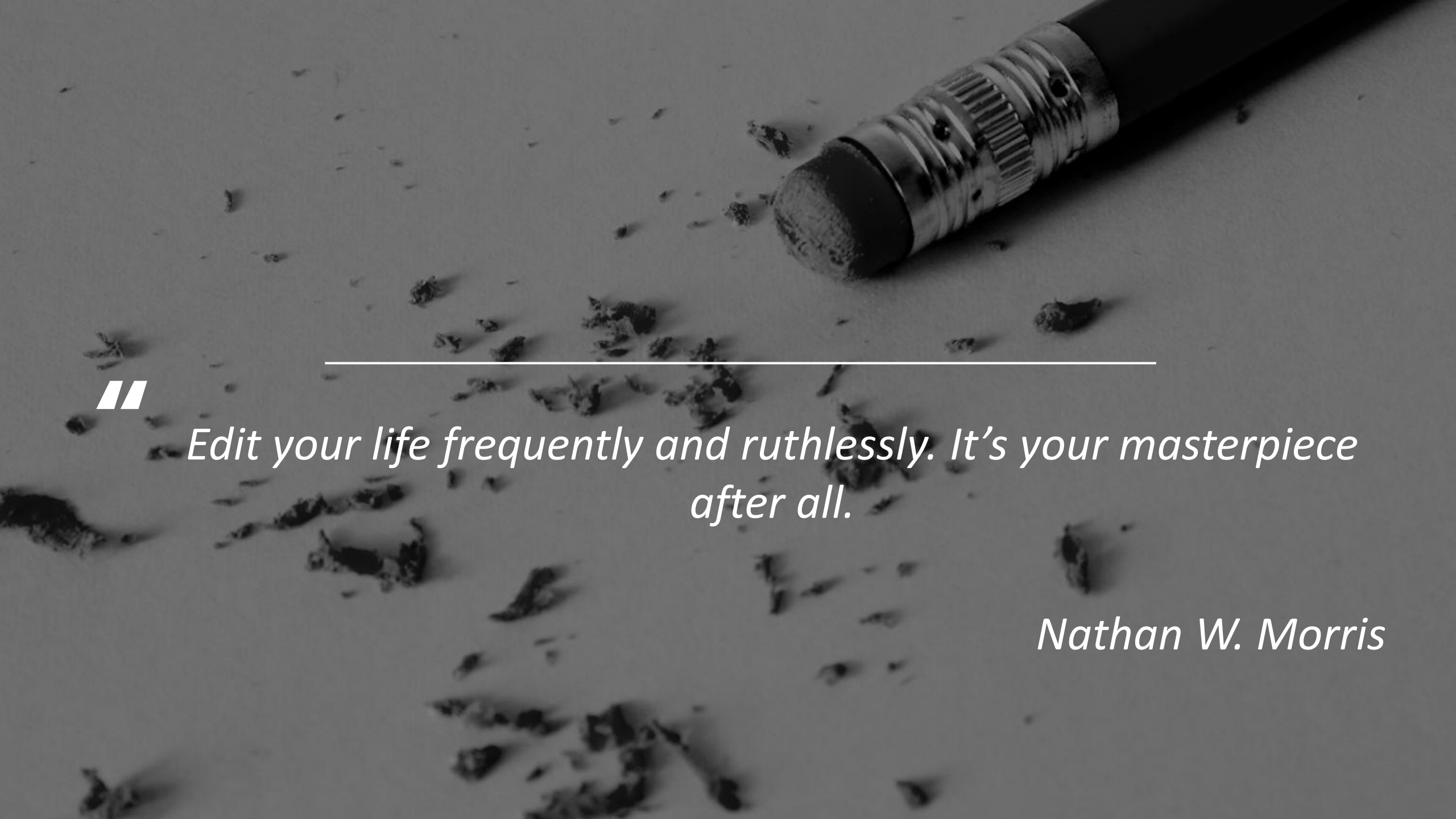
10. Which is an advantage of the traditional hierarchy?

A. You always know who is in charge

B. Decisions are made efficiently

C. Allow them to be late

D. All of the above



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*Edit your life frequently and ruthlessly. It's your masterpiece
after all.*

Nathan W. Morris

MODULE FOUR

Leadership by Design

One important aspect of good leadership is knowing what you are trying to lead others to.



Begin with the End in Mind

Having a plan means that you know what the end result should look like.

Setting Goals

Specific

Measurable

Achievable

Realistic

Time-targeted





Determining Values

To really understand how you can lead others, you must account for your own values, and the company's values as well.

A Mission Statement

The most important step in making a mission statements is that you have identified what you truly value.



Practical Illustration



- Begin With the End in Mind
- Setting Goals
- Determining Values
- A Mission Statement

Module Four: Review Questions

1. Which of the following statements about leadership is NOT true?

A. Most leaders are born into it

B. Most leaders have to develop into the role of leader

C. In order to lead, you should have an idea of to where and to what end you are leading others

D. None of the above statements are true

Module Four: Review Questions

2. Beginning with the end in mind means _____.

A. You control the situation

B. You can predict the future

C. You have a definite plan for what you want to accomplish

D. None of the above statements are true

Module Four: Review Questions

3. SMART stands for _____.

A. Simple, Meaningful,
Appropriate, Right, Targeted

B. Specific, Measurable, Achievable,
Realistic, Time-targeted

C. Some Made-up Acronym while
Roasting Toads

D. None of the above

Module Four: Review Questions

4. Which of the following is NOT a useful approach to goal setting?

A. Tell someone about your goal

B. Divide complex goals into milestones

C. Choose a goal that you could not possibly fail to achieve

D. Choose a goal that is meaningful

Module Four: Review Questions

5. Which of the following statements about values is NOT true?

A. Values are the same thing as ethics and morals

B. Values can change over time

C. Values are unique to the individual

D. Values must be discovered from your life's history

Module Four: Review Questions

6. Which of the following moments in life helps you to determine your core values?

A. Proudest moment

B. Happiest moment

C. Most satisfying moment

D. All of the above

Module Four: Review Questions

7. According to this module, what is another term for your mission statement?

A. Your Bible

B. Your Rulebook

C. Your Coach

D. Your Constitution

Module Four: Review Questions

8. Which of the following statements IS true about a mission statement?

A. Once you write it, you're done looking at it

B. It never changes

C. You can finish writing a mission statement in a few hours

D. Writing a mission statement is a lengthy and ongoing process

Module Four: Review Questions

9. One important aspect of good leadership is knowing what you are _____.

A. Doing in your new position

B. Planning

C. Trying to lead others to

D. None of the above

Module Four: Review Questions

10. When choosing a goal, make it _____.

A. Smart

B. Competitive

C. Powerful

D. Meaningful



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He that is good with a hammer tends to think everything is a nail.

Abraham Maslow

MODULE FIVE

Understanding Motivation

Understanding what motivates another person can be so complex that even that person is unaware of their motivations.



Dramatism

“All the world’s indeed a stage, and we are merely players.”

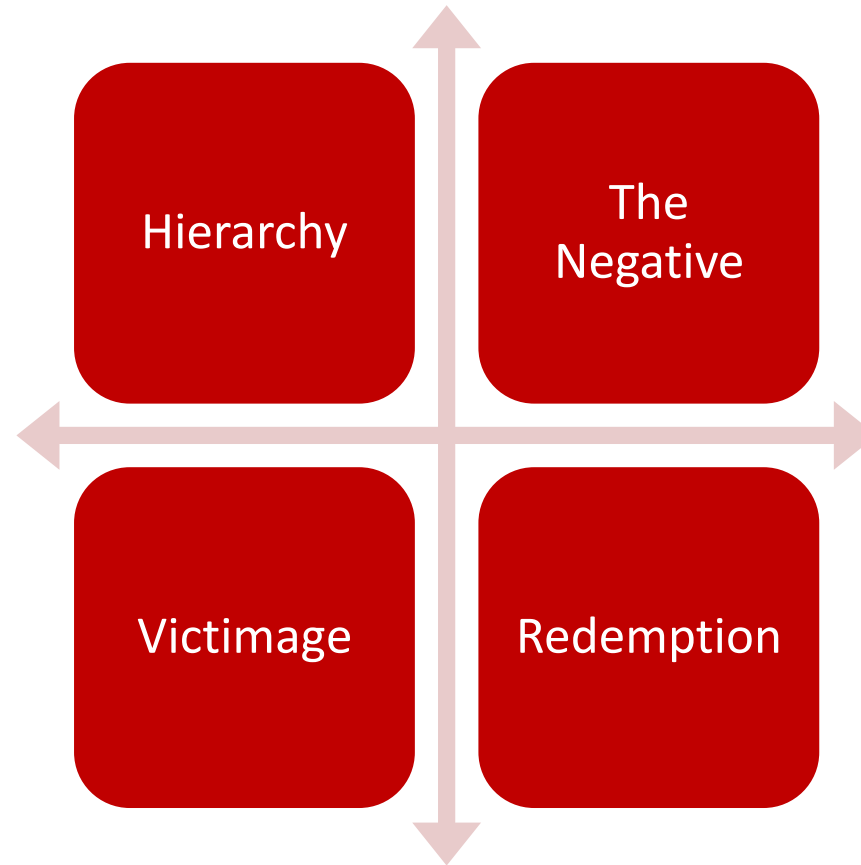
The Pentad

- Scene
- Agent
- Act
- Agency
- Purpose





Guilt and Redemption



Identification

“I can really identify with that person”.



Practical Illustration



- Dramatism
- The Pentad
- Guilt and Redemption
- Identification

Module Five: Review Questions

1. Who developed the theory of dramatism?

A. Kenneth Burke

B. William Shakespeare

C. Geddy Lee

D. Neil Peart

Module Five: Review Questions

2. Which of the following is an accurate representation of the theory of dramatism?

A. "Neither a borrower, nor a lender be."

B. "All the world's a stage, and all the men and women merely players."

C. "To be or not to be, that is the question."

D. "Out, out, brief candle! Life is but a walking shadow ..."

Module Five: Review Questions

3. Which of the following is NOT a part of the Pentad?

A. Act

B. Intention

C. Purpose

D. Agency

Module Five: Review Questions

4. Which of the Five W's does the Act part of the Pentad correspond to?

A. Who

B. Why

C. When and where

D. What

Module Five: Review Questions

5. Which of the following is NOT a stage in the Guilt to Redemption cycle?

A. Vindication

B. Victimhood

C. The negative

D. The old hierarchy

Module Five: Review Questions

6. Which of the following is an aspect of redemption?

A. Vindication

B. The positive

C. Confession

D. Acquittal

Module Five: Review Questions

7. What can identifying with another person's motives and needs, create in them?

A. An unconscious willingness to be led

B. An unconscious willingness to quit

C. An unconscious willingness to rebel

D. A conscious suspicion of being manipulated

Module Five: Review Questions

8. Identification involves which of the following?

A. Imitation

B. Manipulation

C. Compassion

D. Arrogance

Module Five: Review Questions

9. We are very aware of what motivates us.

A. True

B. False

Module Five: Review Questions

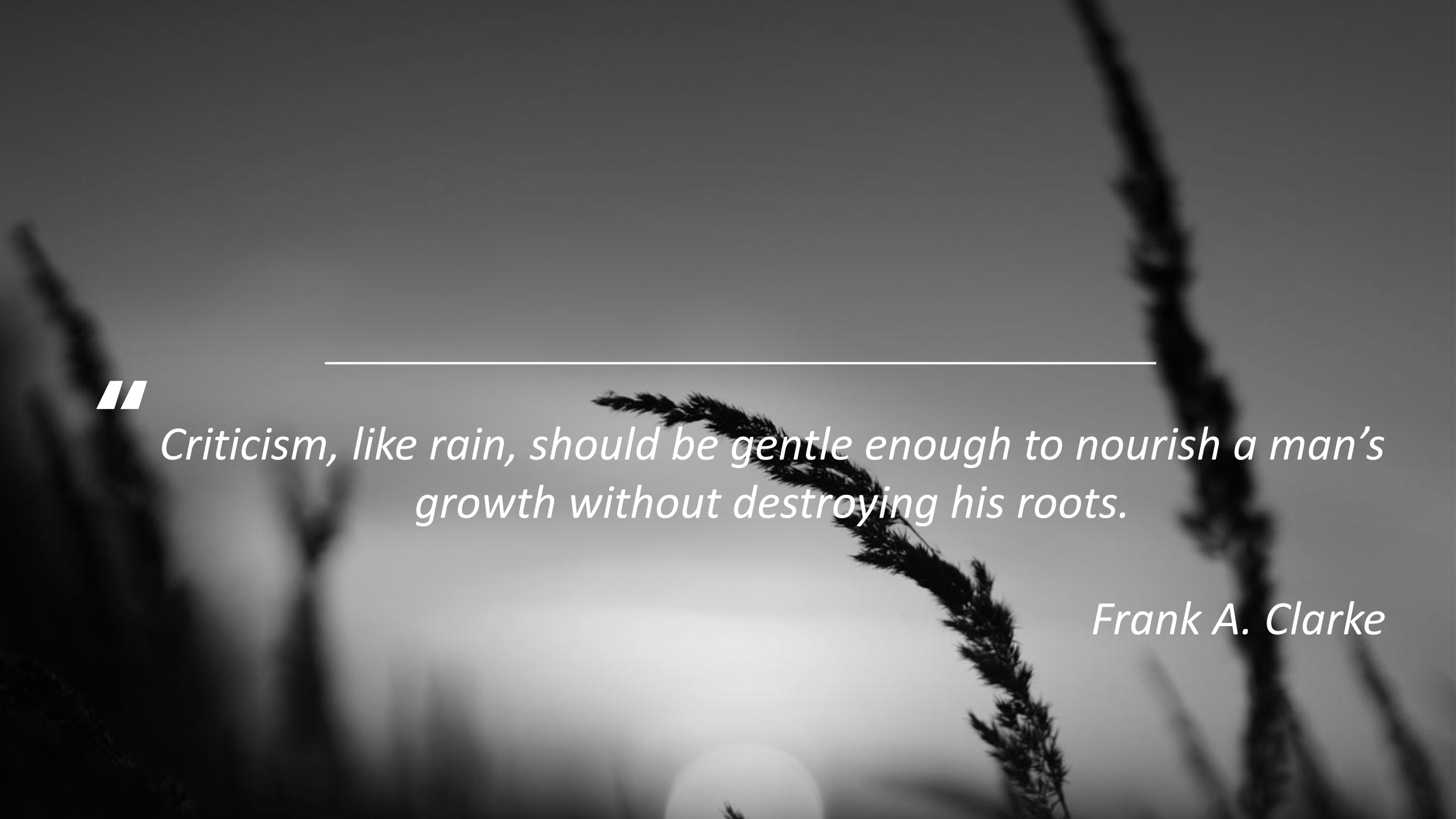
10. If you understand that people see themselves as the star of their own drama, this can be the first step towards making a good guess as to what _____.

A. Their future looks like

B. Motivates them

C. Their goals are

D. All of the above



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Criticism, like rain, should be gentle enough to nourish a man's growth without destroying his roots.

Frank A. Clarke

MODULE SIX

Constructive Criticism

Understanding what motivates the people you are leading is a great way to better assist them.



What are Your Intentions?

When you have to criticize or correct an employee, one of the most important things to consider are your own motivations.

A Positive Vision of Success

One way to approach an intervention is to try to envision the situation playing out in such a way that there are no losers.





Feedback Sandwich

Whenever you are angry at another person, a good tactic to help spur your thinking away from that person's faults is to consider something positive about that person.

Following up (versus Badgering)

When discussing an area that needs improvement, it is helpful to have a definite view of success.



Practical Illustration



- What are Your Intentions?
- A Positive Vision of Success
- Feedback Sandwich
- Following Up (vs. Badgering)

Module Six: Review Questions

1. When an employee fails to meet an expectation, which is an effective way to proceed?

A. Offer constructive feedback in a private setting

B. Punish the employee by humiliation in front of the rest of your team

C. Ignore it in the interest of being a likeable boss

D. Fire the employee immediately to set an example for the rest of the employees that you are nobody's fool.

Module Six: Review Questions

2. Which of the following, according to the module, is NOT a consequence of punishment?

A. It creates a parent-child dynamic

B. It creates an orderly work environment

C. It fosters rebellion

D. It creates a poisonous work environment

Module Six: Review Questions

3. Which of the following is NOT a result of having a positive vision of success?

A. You create a win-win situation

B. You can help your employee in the long-term

C. You have a clear winner and a clear loser

D. You avoid developing a punishment mentality

Module Six: Review Questions

4. What often sabotages good intentions?

A. A win-lose mentality

B. A blaming mentality

C. A punishment orientation

D. All of the above

Module Six: Review Questions

5. In a feedback sandwich what do you mix with criticism?

A. New regulations

B. Genuinely positive comments

C. Your own experience of being a rebel

D. All of the above

Module Six: Review Questions

6. In addition to helping soften the experience of criticism for an employee, what is an additional effect of thinking of positive feedback?

A. You encourage the employee to adopt the fake positivity until it is real

B. You convince the employee to still like you as a boss

C. You allow the employee to ignore the constructive criticism

D. You help to calm your own negativity towards the employee

Module Six: Review Questions

7. Which of the following IS true about following up effectively?

A. Failing to follow-up makes it seem as if the criticism was unimportant

B. Constantly following-up at every opportunity shows the employee you really care

C. Not following up allows the employee to get over the embarrassment and guilt of being corrected

D. Following up effectively means doing so publicly so you can use the humiliation as a form of motivating the employee

Module Six: Review Questions

8. Which of the following is an example of an effective follow-up conversation style?

A. Publicly ask, "Have you done what I told you?"

B. Publicly ask, "How are you doing with that?"

C. Privately ask, "How are you doing with that?"

D. Privately ask, "Have you done what I told you?"

Module Six: Review Questions

9. What is a great way to assist people you are leading?

A. Talk to them about their behavior everyday

B. Find things to criticize

C. Understand what motivates them

D. None of the above

Module Six: Review Questions

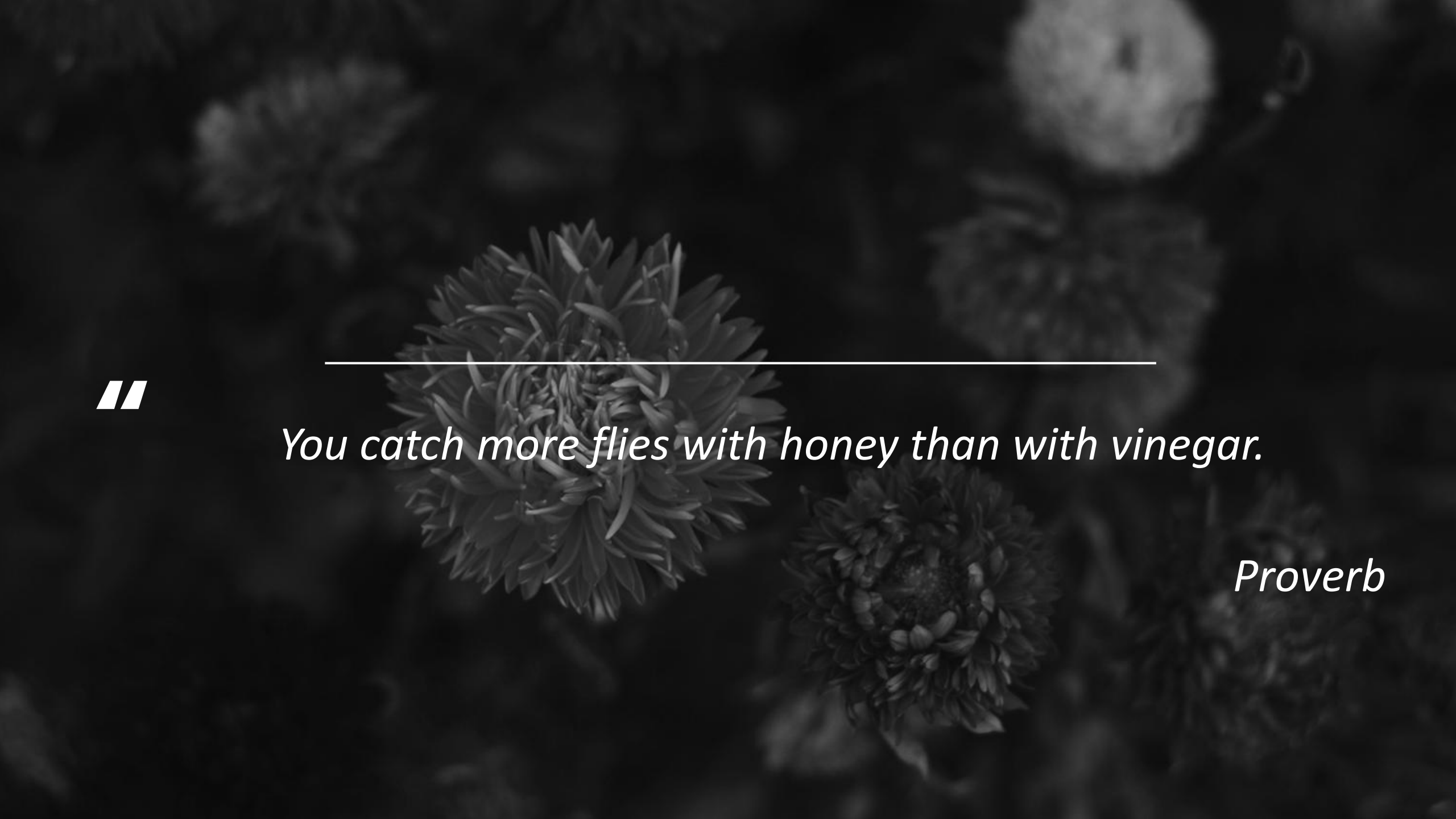
10. What is important to remember when criticizing or correcting an employee?

A. The tone you use

B. The rules of the office

C. Your own motivation for doing so

D. None of the above



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You catch more flies with honey than with vinegar.

Proverb

MODULE SEVEN

The Importance of Tone

One truth about effective leadership is that when things go right, you will want to deflect the praise to your team members, but when things go wrong, it's all your fault.



Lighting a Fire

Share inspiring
quotes

Use upbeat music

Celebrate
successes

Calming a Storm

The fact that people are engaged enough to get angry or tense shows that they are employing their creative energies.





Adult vs. Parent

- Child: Escape reality
- Parent: Assert control
- Adult: The ideal mode

Changing the Script

There are two types of transactions: complementary and crossed.



Practical Illustration



- Lighting a Fire
- Calming a Storm
- Adult vs. Parent
- Changing the Script

Module Seven: Review Questions

1. When your team is successful, as an effective leader you should _____.

A. Accept the praise

B. Deflect the praise to your team

C. Ignore praise

D. Praise yourself for your superior leadership skills

Module Seven: Review Questions

2. Lighting a fire is synonymous with cultivating what emotion?

A. Fear

B. Jealousy

C. Enthusiasm

D. Calm

Module Seven: Review Questions

3. When conflicts and anger arise in your team, it is helpful and effective to see yourself as _____.

A. A raging storm

B. A rough ocean

C. A bright ray of sunshine

D. The eye of calm in the center of the storm

Module Seven: Review Questions

4. Which of the following is an example of what NOT to do to handle employee conflict?

A. Have everyone take a time out until they are calmer

B. Identify the effects of the conflict on the rest of the team

C. Allow the employees involved to identify the cause and solution to the conflict

D. None of the above

Module Seven: Review Questions

5. Which behavioral mode or style seeks to assert control over the situation?

A. Adult

B. Child

C. Parent

D. None of the above

Module Seven: Review Questions

6. Which behavioral mode is interested in addressing reality as it is?

A. Parent

B. Adult

C. Child

D. None of the above

Module Seven: Review Questions

7. When two behavioral modes feed off of each other and allow the two modes to continue indefinitely, they are said to be _____.

A. Complementary

B. Crossed

C. Cyclical

D. Contiguous

Module Seven: Review Questions

8. In order to change the script, you must interrupt a transaction that is _____ with one that is _____.

A. Contiguous, Cyclical

B. Complementary, Crossed

C. Crossed, Complementary

D. Crossed, Contiguous

Module Seven: Review Questions

9. In your role as leader or manager, you will often find yourself in situations where you have to perform well even when you are _____.

A. Not at your best

B. Not an adult

C. A parent

D. None of the above

Module Seven: Review Questions

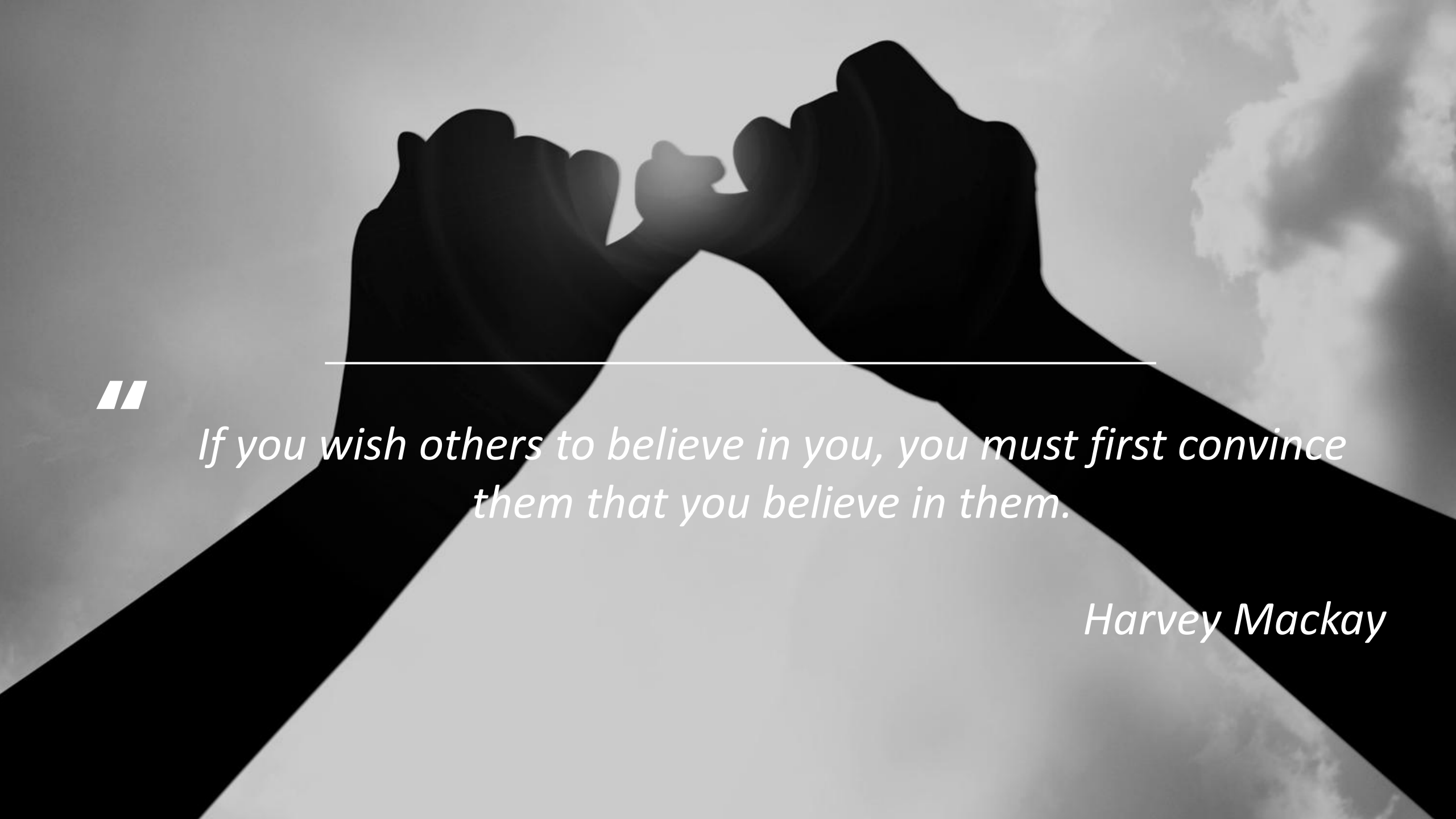
10. How might you increase employee enthusiasm?

A. Hang inspiring posters in the office

B. Play some upbeat music

C. Celebrate successes

D. All of the above



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If you wish others to believe in you, you must first convince them that you believe in them.

Harvey Mackay

MODULE EIGHT

Trusting Your Team

When you lead others, you will find that they will rise and fall to the expectations you set for them.



Dangers of Micromanaging

Create rules

Have an open-door policy

Count to 10

Delegation and Anxiety

- State concerns
- Manage stress
- Meditate
- Celebrate progress





Aces in Their Places

By tailoring the tasks you delegate to your employees' strengths, you put them in a better position to succeed.

Celebrating Success

Take time out to recognize a job well done and you will encourage additional successes.



Practical Illustration



- Dangers of Micromanaging
- Delegation and Anxiety
- Aces in Their Places
- Celebrating Success

Module Eight: Review Questions

1. Why can micromanagement be ineffective?

A. It adds more work to your employees

B. It makes it easier for your bosses to blame you for things that go wrong

C. It makes employees work too hard

D. It keeps employees from growing

Module Eight: Review Questions

2. What does excessive micromanagement communicate to your employees?

A. That you think you're not as effective as they are

B. That you do not trust your employees

C. That there is really not enough work to go around at this job

D. That the work employees do is important

Module Eight: Review Questions

3. What kind of emotion is anxiety?

A. A low arousal emotion

B. A calming emotion

C. A high arousal emotion

D. None of the above

Module Eight: Review Questions

4. You should get faster at a task_____.

A. Your distrust of your employees' abilities

B. Your overbearing presence

C. Nothing is worse than failure

D. None of the above

Module Eight: Review Questions

5. Effective delegation means _____.

A. Putting employees in positions to excel

B. Randomly assigning tasks

C. Assigning the least pleasant tasks to those who have offended you to teach everyone a lesson about what happens when they mess with you

D. None of the above

Module Eight: Review Questions

6. What emotion can effective delegation instill?

A. Distrust

B. Confidence

C. Frustration

D. Boredom

Module Eight: Review Questions

7. Which of the following emotions does NOT lead to higher performance?

A. Optimism

B. Disappointment

C. Confidence

D. Tenacity

Module Eight: Review Questions

8. Which successes are the most appropriate to celebrate?

A. The small ones; let the big successes go without acknowledgement

B. The big ones; let the small successes go without acknowledgement

C. No successes should be celebrated; employees shouldn't get to feeling too good about themselves because they become more difficult to control

D. All successes are appropriate to celebrate

Module Eight: Review Questions

9. Why should you set high expectations for your employees?

A. Because they need to be challenged

B. Because they will rise or fall to the expectations set for them

C. Because they need a lot of direction

D. None of the above

Module Eight: Review Questions

10. One of the most difficult habits to keep under control when leading others is _____.

A. Being too optimistic

B. The tendency to micromanage

C. Being too permissive

D. Allowing others to challenge
your direction



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Trust comes by earning it, not by expecting it.

Katie Kacvinsky

MODULE NINE

Earning the Trust of Your Team

Some people may be naturally inclined to trust people, but the degree of trust you need to lead effectively must be earned.



Honesty

The most important way to earn trust is to be consistently honest.

Employees will respect an employer who can admit vulnerability.

Reliability

Being reliable means being consistent.

If you tell an employee you will follow up, then it is vital to follow up.





Availability

Making yourself available to your employees is another vital aspect of building trust.

Openness

You want to be up front
with your team.

There may be times when
that isn't possible.



Practical Illustration



- Honesty
- Reliability
- Availability
- Openness

Module Nine: Review Questions

1. When telling someone a painful truth, what two things should you consider?

A. Your tone and your intentions

B. How talented the employee is, and how much do you like them

C. The Act and Agency

D. None of the above

Module Nine: Review Questions

2. Which type of leader inspires more respect?

A. The leader who is perfect

B. A leader who is never wrong

C. A leader who is vulnerable

D. A leader who uses honesty as a weapon

Module Nine: Review Questions

3. Which of the following practices does NOT help one to be more reliable?

A. Requiring all requests be written

B. Avoiding making promises that you may not be able to keep

C. Informing someone immediately if you are unable to meet an obligation and scheduling a new time to meet that obligation

D. Never admitting that you are uncertain

Module Nine: Review Questions

4. Ignoring one employee's misdeeds _____.

A. Gives an impression of favoritism

B. Makes that employee think the rules only apply to everyone else

C. Is the same or worse than ignoring all employees' misdeeds

D. All of the above

Module Nine: Review Questions

5. It is better to make yourself more available to _____.

A. Newer employees

B. Your boss

C. Your more experienced employees

D. None of the above

Module Nine: Review Questions

6. Which of the following statements about availability is NOT true?

A. You should always allow some time for availability

B. While making yourself more available to newer employees is important, at some point the training wheels need to come off

C. You should balance being available and approachable with being too available and micromanaging

D. You should never be available

Module Nine: Review Questions

7. What are two aspects of openness?

A. Being up front about your vision and being open-minded towards feedback

B. Being up front about everything upper management tells you and being open about giving feedback

C. Being open about how horrible an employee is to both your boss and to that employee

D. None of the above

Module Nine: Review Questions

8. What should you do if you feel angry or defensive about an employee's criticism?

A. Ignore it

B. Insist they are wrong

C. Punish the employee for insolence

D. Schedule a follow-up conversation to give yourself time to seriously consider the employee's concern

Module Nine: Review Questions

9. How can you promote trust within your team?

A. Avoid micromanaging

B. Celebrate successes

C. Delegate

D. All of the above

Module Nine: Review Questions

10. What is the best way to earn the trust of your team?

A. Empathy

B. Cynicism

C. Personal power

D. Honesty



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Alone we can do so little; together we can do so much.

Helen Keller

MODULE TEN

Building and Reinforcing Your Team

It takes a good leader to work at turning a group of people into an effective team.

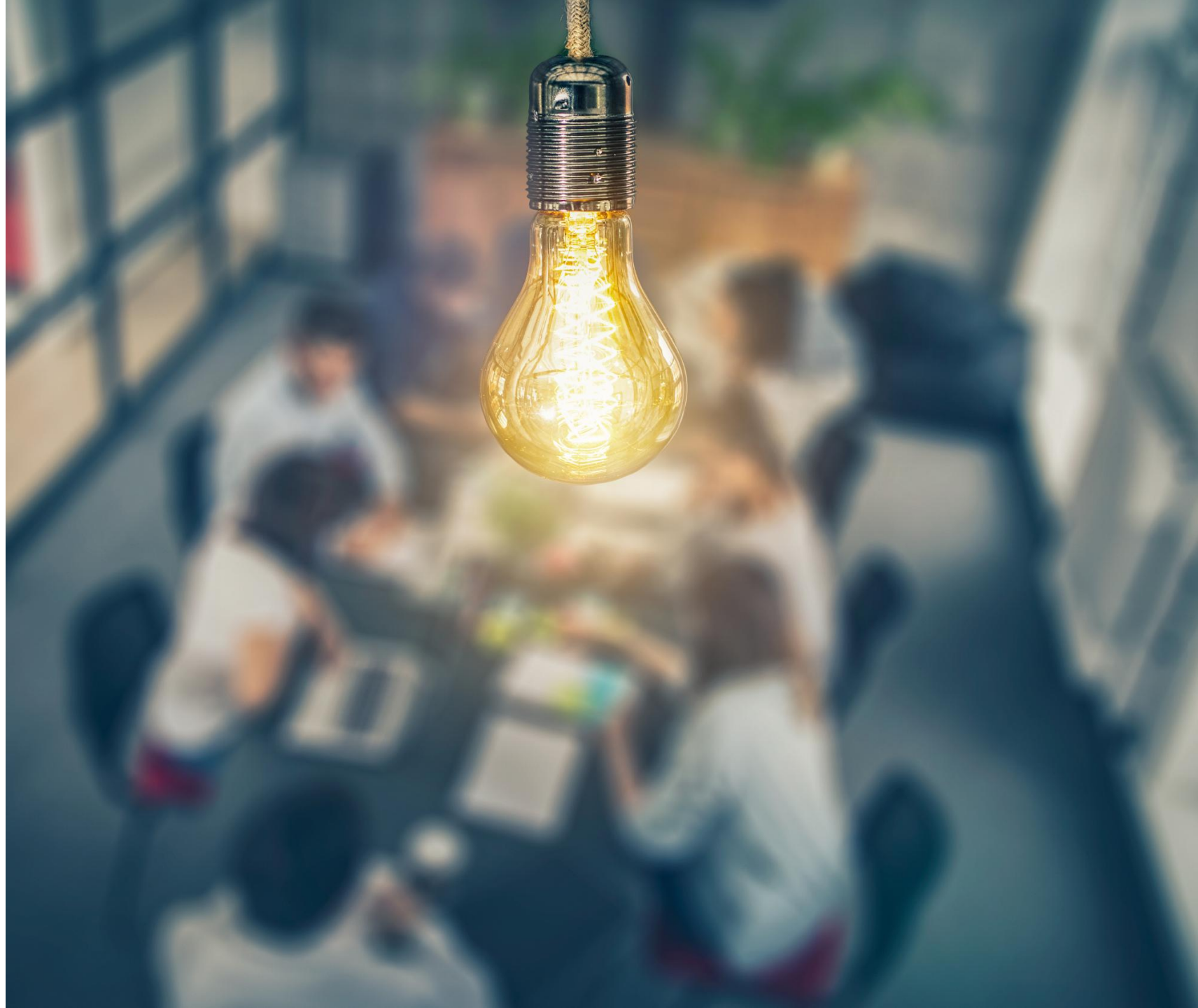


Identifying Team Strengths and Weaknesses

One of the most important things you will engage in as a leader is assessing the state of your team, each individual employee, and yourself.

Identify Team Roles

- The Monitor
- The Coordinator
- The Implementer
- The Specialist



A large white arrow painted on a dark asphalt road, pointing towards the horizon. The arrow is made of thick white paint and is centered in the frame. The road surface is dark and textured.

Design Exercises with Specific Goals

In order to use meetings and team building exercises effectively, it is helpful to have specific goals in mind, to identify those goals, and to follow up.

What to Avoid

Make sure that your team-building goals are relevant to your team's needs.



Practical Illustration



- Identifying Team Strengths and Weaknesses
- Identify Team Roles
- Design Exercises with Specific Goals
- What to Avoid

Module Ten: Review Questions

1. Which of the following statements is NOT true about allowing other employees to help in assessing team members' strengths and weaknesses?

A. You should have team members assess each other's weaknesses publicly

B. You should allow team members to assess each other's weaknesses and strengths privately

C. Allowing other employees to assess team member's strengths and weaknesses allows you to compare your assessments with other's assessments.

D. Allowing an employee to identify his or her strengths and weaknesses encourages self-reflection.

Module Ten: Review Questions

2. Which of the following is a good guideline for assessing employees?

A. Make sure you hover over their shoulders all the time to encourage performance under pressure

B. Make a point of correcting mistakes in front of other people to use public humiliation as a form of motivation

C. Determine what factors caused someone to fail or to succeed in a given task

D. Determine who you should blame for failure at a given task

Module Ten: Review Questions

3. What kind of weakness is typical of one in a plant role?

A. Ill temper

B. Absent mindedness

C. Wishy-washiness

D. Failure to follow up

Module Ten: Review Questions

4. What kind of weakness is typical of one in a shaper role?

A. Absent mindedness

B. Wishy-washiness

C. A failure to follow up

D. An ill temper

Module Ten: Review Questions

5. Which of the following is NOT a good idea for designing team-building exercises?

A. Have a specific goal in mind

B. Do these only once or twice a year so that you do not disrupt work

C. Make sure you follow up to make sure that the goal of these exercises is reinforced

D. All of the above are good ideas

Module Ten: Review Questions

6. What can scheduling play time activities with your team achieve?

A. Broken bones

B. Profit for yourself

C. Greater rapport

D. HR issues

Module Ten: Review Questions

7. Why would athletic competition be detrimental to team building?

A. There are winners and losers

B. Not everyone is athletic

C. Establishing competition between team members can undermine cooperation

D. All of the above

Module Ten: Review Questions

8. How often should you incorporate team building exercises?

A. Yearly

B. Daily

C. Hourly

D. Monthly

Module Ten: Review Questions

9. It takes a _____ to turn a group of people into an effective team.

A. Resource Investigator

B. Team worker

C. Plant

D. Good leader

Module Ten: Review Questions

10. What is one of the most important things you will have to do as a leader?

A. Pick out the weaker employees

B. Assess your team

C. Give more jobs to your stronger employees

D. None of the above



//

I will be calm. I will be mistress of myself.

Jane Austen

MODULE ELEVEN

You are the Boss of You

The most important habit that effective people can have, whether they lead others or not, is to be proactive.



What Kind of Person Would You Follow?

The further you go down the path of leadership, the more necessary it becomes to refine your skills and improve yourself.

Self-Awareness

To be an effective employee, an effective leader, and an effective person, reflect and be self-aware.





Self-Improvement

Allow others to be first
and foremost

Don't insist on being right

Try not to judge others

Keeping Your Balance

- Develop a sense of gratitude
- Take the time to play



Practical Illustration



- What Kind of Person Would You Follow?
- Self-Awareness
- Self-Improvement
- Keeping Your Balance

Module Eleven: Review Questions

1. When identifying the qualities that you admire in a leader, what can help you identify these?

A. Your mission statement

B. FOX News

C. MSNBC

D. Your boss's qualities

Module Eleven: Review Questions

2. What is a synonym for detachment?

A. Apathy

B. Dispassion

C. Clarity

D. Honesty

Module Eleven: Review Questions

3. What activities are involved in being aware of yourself physically?

A. Analyzing your emotions

B. Setting your goals

C. Exercising and analyzing your diet

D. None of the above

Module Eleven: Review Questions

4. What is an activity to improve your emotional awareness?

A. Exercising

B. Debating politics

C. Meditation

D. None of the above

Module Eleven: Review Questions

5. What can excessive self-improvement lead to?

A. Naval gazing

B. Self-importance

C. A feeling of never being good enough

D. All of the above

Module Eleven: Review Questions

6. What is one way to counteract too much self-involvement?

A. Criticize others

B. Help others

C. Give up on self-improvement

D. None of the above

Module Eleven: Review Questions

7. How often should you schedule play time?

A. At least two to three times a week

B. Two to three times a month

C. At most two to three times a year

D. None of the above

Module Eleven: Review Questions

8. Why should you keep a gratitude journal every day?

A. It helps you to stay busy

B. It allows you to feel smug about your life

C. It has cumulative effects on thinking positively

D. None of the above

Module Eleven: Review Questions

9. The most important habit that effective people can have, whether they lead others or not, is to be _____.

A. Proactive

B. Reactive

C. Active

D. None of the above

Module Eleven: Review Questions

10. If you understand _____, you can work at becoming that kind of leader.

A. Pride

B. Humility

C. Confidence

D. What you value

MODULE TWELVE

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to Being A Likeable Boss is just beginning.



Words From the Wise

*A man who wants to lead
the orchestra must turn his
back on the crowd.*

- Max Lucado

*If your actions inspire others
to dream more, learn more,
do more, and become more,
you are a leader.*

- John Quincy Adams

*A leader is best when people
barely know he exists, when
his work is done, his aim
fulfilled, they will say: we
did it ourselves.*

- Lao Tzu

*To handle yourself, use your
head; to handle others, use
your heart.*

- Eleanor Roosevelt