

## KAREN SAYS

## BOSSSES: WHAT MAKES THEM TICK?

WHEN our team chose the theme 'Deconstructing Bosses', I realise I set myself up to write about my boss in the same issue my boss was to write about bosses in general. A younger form of myself might have been hesitant, but it is precisely the point of many an author in this issue that open dialogue and understanding of what drives team members (including its leaders) are essential ingredients for high performing teams.

With his wealth of years working in different countries and types of businesses, Roshan Thiran teases out what makes a good boss, and also a bad boss, offering practical advice on how to become the former.

On a related note, Mitch Ditkoff asserts that the role of managers should evolve if employees are to feel empowered to think, challenge the status quo and contribute to the growth of a company.

Looking at relationships between leaders and their teams, we decided to revisit the call to 'manage your boss' which first came more than three decades ago, to see how this advice holds in the light of today's workplace dynamics.

But don't bosses need to understand themselves too? Chris Roebuck reiterates that collaboration between leaders and their teams is the key to success – saying that it's now more about "we" than "me". And Dr Victor Tan shares his experiences of seeing and addressing the irrational behaviour of leaders when faced with the need for change.

There's introspection, then there's looking deep into how our brains function! Dr Travis Bradberry helps us understand how we can increase our emotional intelligence, and indeed the impact it has on our professional success.

Jonathan Yabut expounds on an area I still need to work on! Knowing that it is your right to say 'no', knowing when and how to say 'no' and being deliberate in focusing and becoming great at 1–2 big things.

Not satisfied with just knowing when to say 'no', Elisa Dass poses the question "Would you stand up and disagree strongly with your boss if his/her decisions are obviously wrong?" and suggests that we don't just agree to disagree.

So let me end with a paragraph free of the negative! In Starting Young, Eibhlin Lim shares some great insights from young CEOs as she addresses the topic of bridging gaps in the workplace.

Everyday is a new and somewhat startling experience at Leaderonomics and I am happy to report I have more than survived this issue writing on the topic of 'bosses' with my boss. As always, I have learnt greatly from our writers and contributors and hope you took away some lessons too.

Have a fantastic weekend!

KAREN NEOH  
Editor  
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## QUALITIES OF A GREAT BOSS

By **TARA THIAGARAJAN**  
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WHAT makes bosses great? What can bosses do to improve their organisations?

These are some of the questions that may come to mind when one is considering taking on the challenge of becoming a boss in their organisation.

According to Harvard Business School Professor Linda Hill, being aware of how you act and how others (your employees) are like when they are with you, is something every boss should practise.

### RELATIONAL

Being mindful of how your actions influence the people and environment around you, and in turn how the people and environment influence your behaviour can give you insights into how certain work-related problems are triggered and maintained.

A boss that understands how the different aspects of an organisation interact will know the best possible way to manage that organisation.

### RESPECT

Next, a good boss would also know how to treat their employees with the respect they deserve. As the golden rule decrees, "do unto others as you would have them do unto you".

Employees should know that their

boss values the effort and quality of their work. Knowing that they are appreciated motivates them to continue working to the best of their abilities.

Creating an environment of trust and support is another attribute of a great boss.

A boss who puts his/her trust in his/her employees and supports their ideas indicates that he/she believes in the abilities of the people in the organisation.

For employees, trusting their boss to make the right decisions is also a sign that their boss is a good leader.

### RESOURCEFUL

Lastly, great bosses are able to provide their employees with the resources they need in order to perform their absolute best at work.

Resources can be anything from direction to training. They should be provided in a way that allows employees to take pride in their own work.

### CONCLUSION

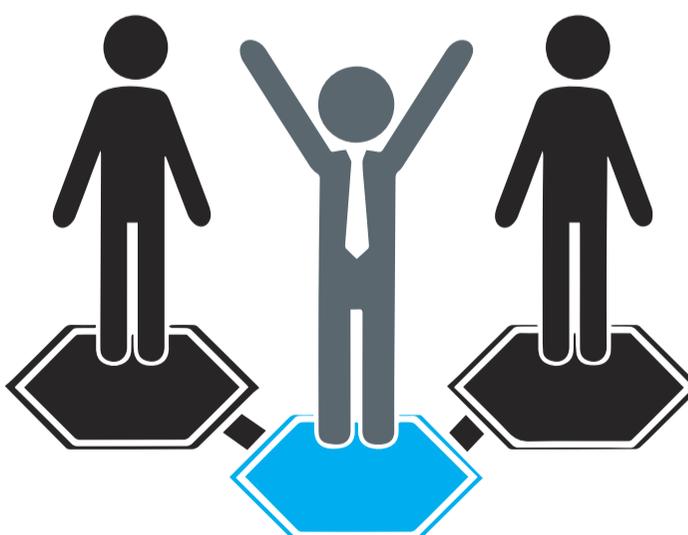
Keep in mind that along with all these characteristics, believing in your own abilities is one of the most important attributes to have in order to be a successful, great boss.

Once you are confident in yourself, you will be able to emulate these other qualities not only in the workplace, but in other areas as well.

### QUOTES

The opinions expressed in this career guide are those of the writers or the people they quoted and not necessarily those of Leaderonomics.

- 01 "The person who knows HOW will always have a job. The person who knows WHY will always be his boss." – **Diane Ravitch**
- 02 "The best leader is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it." – **Theodore Roosevelt**
- 03 "Leaders don't create followers, they create more leaders." – **Tom Peters**
- 04 "A leader leads by example not by force." – **Sun Tzu**
- 05 "A good manager is a man who isn't worried about his own career but rather the careers of those who work for him." – **H.S.M. Burns**



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