

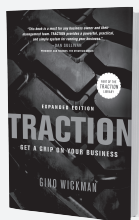
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HOW TO BE A GREAT BOSS

GINO WICKMAN
AND RENÉ BOER



BenBella Books, Inc.
Dallas, TX

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SAMPLE LIST OF BOSS-RELATED ACTIVITIES		
Activities dealing with technical skill, experience and expertise		Activities dealing with direct reports
Achieving goals	Being in meetings	Recognizing & rewarding
Brainstorming	Building systems	Performance reviews
Developing processes	Financial analysis	Coaching subordinates
Forecasting	Strategic planning	Directing people
Leading innovation	Meeting deadlines	Training
Managing workflow	Assigning tasks	Mediating disputes
Networking	Making presentations	Listening
Paying bills	Booking travel	Managing conflict
Problem solving	Managing projects	Mentoring
Purchasing	Vendor relations	Facilitating meetings
Raising capital	Customer relations	Firing people
Researching	Reporting	Delegating
Reviewing legal docs	Reviewing invoices	
Scheduling meetings	Responding to emails	
Signing checks	Negotiating	
Software stuff	Hardware stuff	
Sourcing candidates	Organizing	
Speaking to groups	Blogs, White Papers	
Writing emails	Reading trade publications	
Building key relationships	Strategic initiatives	
Community relations	Dealing with the press	
Note: Items in Bold are boss-related activities that are specific to dealing with direct reports.		

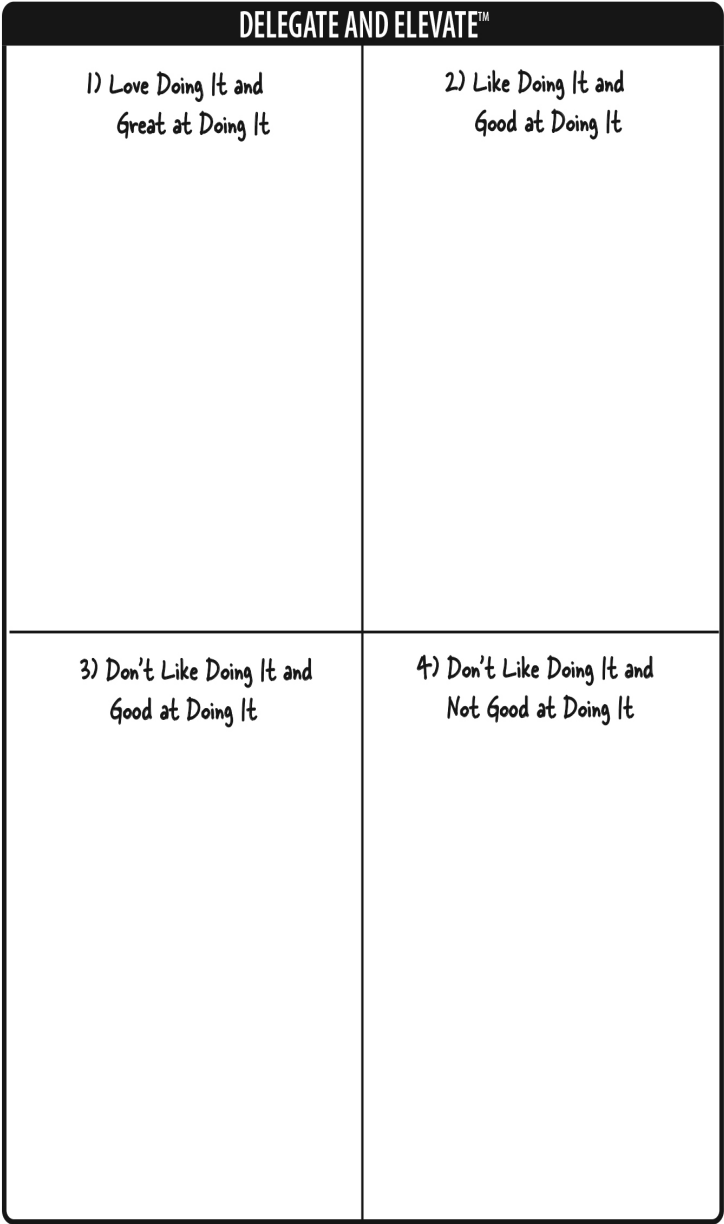


Diagram 2

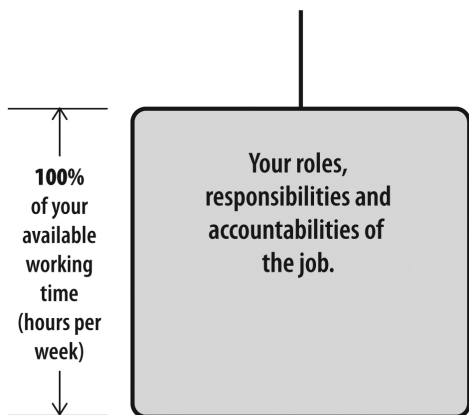


Diagram 3

If you decide that fifty hours per week is your magic number, then that is your 100 percent. If you then take sixty hours per week to get the job done, you are working at 120 percent capacity. It is time for you to delegate 20 percent (ten hours) of what you are doing to get back to 100 percent. The activities you should delegate should come from the bottom two quadrants, freeing you up to spend time in the top two quadrants. Ideally, you should delegate additional activities to get down to 90 percent capacity. This will proactively free up extra capacity to prepare you for growth. At the very least, it will give you extra time to handle the emergencies that inevitably come up every week.

By delegating the activities in the bottom two quadrants, you're actually doing yourself and your team a big favor. You are elevating yourself to do what you love to do and what you do well. You therefore make yourself more valuable to

Here is an example of five Core Values from a real-world company:

1. Help First
2. Grow or Die
3. Be Humbly Confident
4. Do the Right Thing
5. Do What You Say

THE PEOPLE ANALYZER™

Once you clearly define your three to seven Core Values, you can determine if someone is a Right Person for your organization by using a simple tool called The People Analyzer. In the following example, we'll use the preceding list of Core Values to show you how the tool works.

THE PEOPLE ANALYZER™						
Name	Help First	Grow or Die	Be Humbly Confident	Do the Right Thing	Do What You Say	
Herb						
Rita						
Curt						
Diane						

Diagram 4

THE PEOPLE ANALYZER™						
Name	Help First	Grow or Die	Be Humbly Confident	Do the Right Thing	Do What You Say	
Herb	+/-	+	+	+	+	
Rita	+/-	+/-	-	-	+	
Curt	-	-	+	+/-	+/-	
Diane	+	+	+	+	+	

Diagram 5

We will come back to this tool in a couple of pages to set a minimum standard and create absolute clarity around what defines the Right People for your organization. First, let's see what we mean by the Right Seat.

DEFINING "RIGHT SEAT"

A "seat" is a function that reports to you as the boss. What makes it a seat is that you have defined exactly what you expect of the person who is going to fill it. Each seat has about five Major Roles and Responsibilities that summarize at a high level the accountability or job description for that seat.

To define a seat, list its five Major Roles and Responsibilities. Keep them simple, not a laundry list of activities; in this case, less is more. This will clarify expectations for the person sitting in that seat.

Next, you must give the seat a name (Title). Again, a seat is simply a function, with its name and its five Major Roles and Responsibilities defined. Diagram 6 shows an example of a seat for an accounting function and its five Major Roles and Responsibilities:



Diagram 6

Next, determine all of the seats reporting to you that are critical to your department's or organization's functionality and growth—not necessarily what it looks like today, but rather what it must look like over the next six to twelve months to meet your goals. The objective here is to create absolute clarity for each direct report about where they should focus their activities and what their most important responsibilities are. Also consider adding any activities that you need to delegate to free up time for yourself.

With all of your seats defined, you are now ready to assess whether or not all of your people are in the Right

Seat. Again, do they get it, want it, and have the capacity to do that job (GWC™ for short)? Answer either yes or no for “G, W, and C.” There are no maybes. Now go back to The People Analyzer, add GWC to the top row next to Core Values, and fill in your answers as in Diagram 7:

THE PEOPLE ANALYZER™									
Name	Help First	Grow or Die	Be Humbly Confident	Do the Right Thing	Do What You Say	Get it	Want it	Capacity to Do It	
Herb	+/-	+	+	+	+	Y	Y	N	
Rita	+/-	+/-	-	-	+	Y	Y	Y	
Curt	-	-	+	+/-	+/-	Y	N	Y	
Diane	+	+	+	+	+	Y	Y	Y	

Diagram 7

When you are clear about your Core Values and the definition of a Seat, you can utilize The People Analyzer to determine if you have the Right People in the Right Seats. However, before you go any further, it is time to set the *minimum acceptable standard* in your organization. We call this “The Bar.”

THE BAR

To complete The People Analyzer, you must first establish The Bar. This becomes your minimum acceptable standard for the Right People (aligned with your Core Values) and

Right Seat (GWC). As an example, we recommend that a company with five Core Values set The Bar at any combination of three plus ratings, two plus/minus ratings, and no minus ratings. The Bar for GWC ratings must be all yeses. And, each yes must be an emphatic YES. See the following example in Diagram 8:

THE PEOPLE ANALYZER™									
Name	Help First	Grow or Die	Be Humbly Confident	Do the Right Thing	Do What You Say	Get it	Want it	Capacity to Do It	
Herb	+/-	+	+	+	+	Y	Y	N	
Rita	+/-	+/-	-	-	+	Y	Y	Y	
Curt	-	-	+	+/-	+/-	Y	N	Y	
Diane	+	+	+	+	+	Y	Y	Y	
The Bar	+	+	+	+/-	+/-	Y	Y	Y	

Diagram 8

If The Bar for Core Values is any *combination* of three plus ratings and two plus/minus ratings, and The Bar for the GWC™ is all yeses, anyone at or above The Bar is the Right Person in the Right Seat. As you can see in Diagram 8, Diane hits all of those benchmarks and meets your minimum acceptable standard for Great People.

Everyone else in Diagram 8 is below The Bar. Herb is the Right Person, but he's in the Wrong Seat because he doesn't have the capacity to do it. Rita is in the Right Seat, but she is the Wrong Person because she doesn't fully exhibit

As you go forward and build a strong team, we urge you to be relentless and inflexible when it comes to The Bar. Let it be the absolute minimum standard when it comes to defining Great People. Never accept mediocrity. Remember, Great People are your only competitive advantage!

When choosing a candidate to join your team, their People Analyzer assessment at a minimum must look like Diagram 9. To be above The Bar, they must possess any combination of three plus and two plus/minus ratings for Core Values along with three yeses for GWC.

THE PEOPLE ANALYZER™									
Name	Help first	Grow or Die	Be Humbly Confident	Do the Right Thing	Do What You Say	Get it	Want it	Capacity to Do It	
The Bar	+	+	+	+/-	+/-	Y	Y	Y	

Diagram 9

To paraphrase Teddy Roosevelt, are you a boss who has sense enough to pick good people (who share your values and get it, want it, and have the capacity) to do what you want done, and self-restraint enough (as in letting go and delegating) to keep from meddling with them while they do it?

With the groundwork laid in these first four chapters, the stage is now set to get to the heart of what makes great bosses. By definition, great bosses lead, manage, and hold their people accountable. In the next chapter, we will show you the most effective way to do all three.

become overwhelmed by the 136 things that you're involved in and you don't have the time to lead and manage your people. If this is the situation you find yourself in, go back to chapter four and apply the learning from the Delegate and Elevate exercise to free up and devote the right amount of time to your people. When you don't have the time to lead and manage, accountability slips, because it comes from being a great leader *and* a great manager. You can't demand accountability or wish for it. You must create it by applying a simple equation:

$$\text{Leadership} + \text{Management} = \text{Accountability (L+M=A)}$$

There is a distinct difference between leadership and management. Leadership involves working “on” the business. It entails providing clear direction, creating an opening for people, and taking time to think. Management, on the other hand, involves working “in” the business: creating clear expectations, communicating well, and ensuring that things get done. Diagram 10 illustrates these points:

LEADERSHIP	MANAGEMENT
<ul style="list-style-type: none">• Working “on” the Business• Clear Direction• Creating the Opening• Thinking	<ul style="list-style-type: none">• Working “in” the Business• Clear Expectations• Communication• Doing

Diagram 10

Being a great leader doesn't make you a great manager and vice versa. To become a great boss, you must consistently do five things as a leader and five things as a manager. We call these things "practices" because it takes consistent *practice* of each of the five to become great.

Here is another way to describe the difference between leadership and management: Vision and Traction. Leadership consists of creating a Vision, and Management consists of gaining Traction to achieve it. You cannot succeed without both.

One of the most prolific inventors of all time clearly understood this. Thomas Edison, among other notables, said, "Vision without execution is hallucination." We tell our clients a variation of the same thing: "Vision without *Traction* is Hallucination." A lack of either or both frustrates everyone. In fact, "lack of growth" is another one of the most common frustrations that bosses share with us. Great bosses (those who lead and manage) understand the importance of having a Vision *and* the Traction necessary to achieve it. Growth is the outcome of having both, as Diagram 11 illustrates:

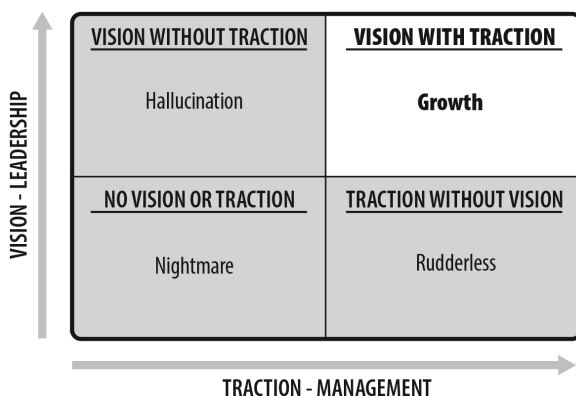


Diagram 11

share with your people. This will ultimately create an opening and provide your people with clear direction. If you are in a midlevel management position and your company's Leadership Team has already done this work, then simply share this vision with your people. If your Leadership Team hasn't completed this work, urge them to do it.

After you've shared the vision with your people the first time, we urge you to continue to share it with your team every ninety days. Your people will need to hear it repeated at least seven times for it to sink in fully. A tried and proven method to do this is through the Quarterly State-of-the-Company Meeting. It works as shown in Diagram 12:

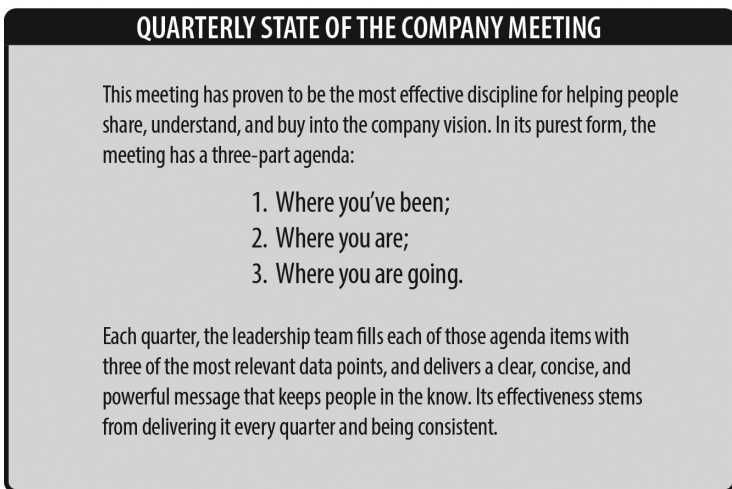


Diagram 12

There is a huge difference between shared *with* all and shared *by* all. The former means that you've started the process, while the latter means that you've finished the process.

LEADERSHIP SELF-ASSESSMENT		
	Yes	No
1. I am giving clear direction <ul style="list-style-type: none"> • Creating the opening • A compelling vision • Eight questions 		
2. I am providing the necessary tools <ul style="list-style-type: none"> • Resources • Training • Technology • People • Time and attention 		
3. I am letting go of the vine <ul style="list-style-type: none"> • Delegate and Elevate™ • Right Person in the Right Seat • Not meddling, getting out of their way 		
4. I am acting with the greater good in mind <ul style="list-style-type: none"> • Company Vision • My actions • My decisions • Walking the talk • Company needs first 		
5. I am taking Clarity Breaks™ <ul style="list-style-type: none"> • Focusing “on” the business • Creating clarity • Protecting my confidence • Scheduling them daily, weekly, or monthly • Using a journal or blank legal pad 		

ROCK SETTING PROCESS

- Step 1.** Share your company's annual Goals and quarterly priorities (Rocks)
- Step 2.** Create your team's Issues List—topics that include obstacles, barriers, problems, ideas, etc.
- Step 3.** With the company's Goals, Rocks and your team's Issues List as context, ask your direct reports, "What do you see as the most important things that must get done in the next ninety days?"
- Step 4.** Make them SMART (specific, measurable, attainable, realistic & timely)
- Step 5.** At the end of the rock setting process each of your direct reports should be clear on their Rocks for the Quarter

Diagram 14

4. **Measurables.** These are also known as metrics or key performance indicators. When each person has one or more numbers to measure their performance, it gives them a clear picture of whether or not they're winning. When each of your people has numbers to hit, it is the essence of pure accountability and clear expectations. There is nothing clearer than a number. Numbers give you data, the facts. And, as John Adams stated so eloquently, "Facts are stubborn things." When we expect people to achieve a certain level of productivity, supervising them becomes much easier because the measurement adds a level of objectivity. We're able to cut through assumptions, egos, opinions, and emotions—and focus on deliverables.

PRACTICE 3. MAINTAINING THE RIGHT MEETING PULSE™

You can leverage effective communication by instituting a rock-solid Meeting Pulse. We recommend that you have a consistent meeting cadence. Pull your team of direct reports together every week for sixty to ninety minutes. What gives weekly meetings a great pulse is that they are on the same day every week, start at the same time, have the same agenda, and they begin and end on time. Ensure that there is an even exchange of dialogue in these meetings. Each person should report measurables and results. In the process, you should identify, discuss, and solve the issues. For the perfect agenda, go to www.eosworldwide.com/level-10 to watch a short video on how to run an effective meeting.

Look at the three examples of circles in Diagram 15 and picture them as the possible relationships between you and a direct report. Your job as a manager is always to keep your circles connected. The weekly Meeting Pulse is a great way to do that.



Example 1



Example 2



Example 3

Diagram 15

The first example illustrates what it looks like when you don't spend any time with your direct report. You're

To accomplish this, you must have a face-to-face Quarterly Conversation™ with each direct report. This is an informal conversation to talk about what's working and what's not. It's *not* a performance review, and it's different from a one-on-one meeting, where you're focusing on immediate issues. This conversation should be held off site, over coffee or lunch, but never at your desk—that's too formal. It's also important to hold the Quarterly Conversation where you won't be interrupted, where you can speak openly, and where you'll be free from distractions.

The Quarterly Conversation should focus around what we call "The 5-5-5™," as illustrated by Diagram 16:

THE 5-5-5™

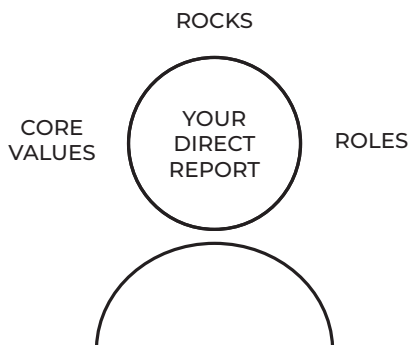


Diagram 16

This diagram serves as a visual reminder, when you are looking at your direct report, to keep the conversation focused on why you are together. Ninety percent of what you expect of your people falls into the categories of Core Values, Rocks, or Roles. The objective is to discuss what's working and what's

MANAGEMENT SELF-ASSESSMENT		
	Yes	No
1. I keep expectations clear <ul style="list-style-type: none"> • Mine and theirs • Roles, Core Values, Rocks and Measurables 		
2. I communicate well <ul style="list-style-type: none"> • Me and them • We know what's on each other's minds; there are no assumptions • Question to statement ratio • No "thump, thump" 		
3. I have the right Meeting Pulse <ul style="list-style-type: none"> • Even exchange of dialogue • Reporting measurables • Keeping the circles connected 		
4. I have Quarterly Conversations <ul style="list-style-type: none"> • Completing the 5-5-5™ • Using the People Analyzer™ (Core Values and GWC™) 		
5. I reward and recognize <ul style="list-style-type: none"> • Giving positive and negative feedback quickly • Criticizing in private and praising in public • Being their boss, not their buddy • Applying the Three Strike Rule when necessary 		

Diagram 17

THE ONE-PAGE ANNUAL REVIEW							
Date:							
People Analyzer™ Assessment:							
Help First	Grow or Die	Be Humbly Confident	Do the Right Thing	Do What You Say	Get it	Want it	Capacity to Do it
1. Strengths and key accomplishments:							
2. Area(s) that needs improvement:							
3. Plan to get things on track:							
4. Comments:							
Name:				Signature:			
Name:				Signature:			

Diagram 18

doing a lot of work. Having mediocre people in place and having Great People in place take equal amounts of hard work, but as boss you get to choose which—enjoyable hard work or frustrating hard work. We urge you to choose enjoyable hard work. Set The Bar high, have clear expectations, repeat them often, and be willing to walk the talk.

Here's an image of what your ultimate job is as a boss. A vision is achieved more quickly when everyone's energy is focused on common goals. Imagine the people in your organization as arrows, each with goals, objectives, values, and energy. If people have conflicting goals, objectives, and values, then the arrows all point in different directions and energy is wasted. As a result, your organization is spinning its wheels, stuck or frustrated by its slow pace. It looks much like Diagram 19:

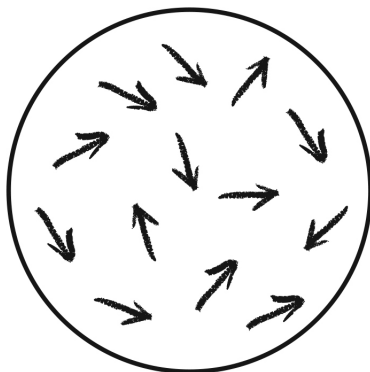


Diagram 19

Now imagine those arrows as people aligned with your organization's values and objectives. In this case, all of

them are pointing in the same direction. Your organization or department moves forward freely and effortlessly, and together you achieve more. The combined power that's generated propels the team even faster. As the boss, you have the ability to make all of the arrows point in the same direction like Diagram 20:

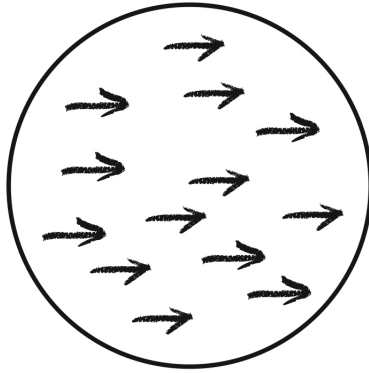


Diagram 20

This is ultimately your job—to get all the arrows pointed in the same direction. We've given you all the tools to do just that.

SUMMARY

We began this book by defining the title “boss” as a term of respect used to address a person in charge. Throughout this book we used the term “boss” purposely because that's what you are—someone in charge, who leads and manages