

## What People Want at Work: Part One Straight Talk about Bosses and Staff

*Most of you sent me your thoughts on the two questions.*

- *Characteristics in a boss you want to work for*
- *Characteristics in a staff member or volunteer leader you want on your team.*

*Great input, I taped into a lot of it as I prepared.*

*Great to see what you think... what you want.*

*Very different answers ... long list, we'll come back to that.*

*Everyone in this room is BOTH.*

**Boss** and **Staff**. Got to be good at both!

Let's start with three characteristics for both boss and staff member.

### 1. Love Jesus

- a. **Humble** spirit
- b. **Servant** heart
- c. Hear God's voice

*These aren't difficult to see and know... a. (names) b. (names)*

### 2. Growing leader

- a. **Secure**
- b. **Learning** – *digging in a new book, just met a new leader...*
- c. Practicing! – practicing what you can't do until you can!

### 3. Strong character

- a. **Trustworthy**
- b. Live by the same standards that you expect of others.
- c. Discipline to do the **right thing**

*You can count on someone of strong character!*

*Can people count on you?!*

**What do people want in a great boss?  
(What kind of leader do you want to work for?)**

*Being a boss is a tough gig... listen to a little of YOUR list. . .*

### Three truths . . .

1. It's true that **perfection** is an unproductive expectation.

The expectation of a perfect boss is something like the expectation of a perfect spouse.

Not gonna happen!

If you persist in that expectation, not only will it never happen, but you'll miss all the good that was right before you.

Subtle trap... you might think:

*"I don't expect perfection; I just want him/her better than they are."*

Where does that stop? That kind of thinking is never satisfied.

Remember, # 2 above. GROWING.

It's **their job** to keep growing, not **your job** to fix them.

2. It's true that you will **find** what you look for and you will **experience** what you focus on.

*JM was my boss for 20 years. I reported directly to him.*

*He was extraordinary.*

*You know some of my story, his investment changed my life.*

*\*\*\*How many of you think he was a perfect boss?*

*I could focus on what comes with a large and forceful personality/persona or focus on the **largeness of his vision, his strength of his leadership, his generosity and his personal love and care for me.***

Here's what I've discovered.

For virtually every boss, list of negatives is usually short, and the list of positives is usually long.

Think about it, someone, and usually several someone's, picked your boss for a number of good reasons. They picked that person over all the others!

**Insight**... If you focus on the short list you will miss the long list.

### Jesus had much stronger words!

"Do not judge, or you too will be judged. **2** For in the same way you judge others, you will be judged, and with the measure you use, it will be measured to you. **3** "Why do you look at the speck of sawdust in your brother's eye and pay no attention to the plank in your own eye?"

4 How can you say to your brother, 'Let me take the speck out of your eye,' when all the time there is a plank in your own eye? 5 You hypocrite, first take the plank out of your own eye, and then you will see clearly to remove the speck from your brother's eye. Matthew 7

3. It's true that your **relationship** with your boss reveals more about **you** than them.

This is true because you are in the follower position to your boss, that instantly produces more tension for you as the team member, especially for strong minded, opinionated – highly competent leaders.

**Reveals your maturity.** . . . ability to serve without getting your way etc.

This gets very messy very fast if either you or you boss has an unhealthy level of insecurity.

## 5 Characteristics I Want in a Great Boss:

*How many bosses in the room who oversee staff other than an administrative assistant?*

*Everyone else wants your job.*

*Or they think they do... sometimes they get to be the boss and realize it ain't no day at the beach.*

1. They know how to manage the tension within making things **happen** and making me **happy**.

This breaks down fast, but I like the extremes because they paint a great picture.

Most bosses lean toward one of these extremes.

This is the space where most bosses get in trouble, especially in the local church.

Your boss is not responsible for your happiness, but some bosses try.

*I have! But it's a mistake. Good heart, bad leadership.*

*I will admit that I want all of you to be happy about your job!  
To enjoy what you do and the whole experience of your work.*

*I want the guys directly reporting to me to be happy. I really do.*

*But it took me years to learn that that's a crazy pursuit.*

*I can't take responsibility for anyone's happiness.*

*I can't put inside a person what they do not possess.*

*I can't take away what the happiness within them.*

Other bosses seem to focus only on the work... get it done.

*Many are on this side of the fence... I pay you to get the job done, so do it!*

This extreme is obviously not wise either.

But very common.

- Boss extreme type one . . . all about the **relationships**.
- Boss extreme type two . . . all about the **results**.

Continuing in the extremes:

One is all work and no play, the other is all play and no work.

- The team must work and play.
- **They need to be challenged and cared for!**
- The boss must care about the mission, & must care about the person.

**Tough to get that balance right . . .**

This is NOT an easy tension to balance, not necessarily because the boss is stuck in an extreme, but **because each person on the team has a different perspective of what "all relationships" and "all results" looks like!**

A. Wisdom to wrestle the margin between **kindness** and **productivity**

Bosses can be tempted to play favorites, that never goes unnoticed.  
But life isn't fair... and only a rookie/foolish boss tries to be fair.

Bosses can be tough and push too hard  
But no one wants to be on a losing team.

Bosses try to mix friendship and business, which I think is really good . . .  
But risky at the same time... it can cloud your judgment.

Got to pray for wisdom...

*What if you pray for wisdom for your boss!*

B. Courage to make **tough** decisions

*These have been among my most difficult decisions.*

*Letting someone go that I care about, but who can't do the job, or maybe can, but it's just not working here.*

*If you sit in this room and you won't make the tough call, you are not leading like a good boss.*

*You owe it to your team and to 12Stone. In fact, over time, the avoidance of that decision, while appearing like kindness at first, will cause others to doubt your leadership.*

C. Margin in their own life for **work** and **play**

*Patti and I Valentines trip to SD, no way we had time... had to fight for the margin for both work and play. . . for me included working on the plane.*

2. They know what they're doing!

A. **Smart**

Doesn't necessarily have all the answers but has thought it through.  
The willingness and discipline to **think** is worth far more than a high IQ.

... A leader who is smart, and thinks . . . killer!

*When it comes to leadership Kevin is so smart, and rarely, if ever, do I find that Kevin hasn't thought about any big picture agenda I bring to the table.*

*He's solving problems and I'm solving problems...*

*We often collaborate and find answers together.*

*We've been building this (24) Wesleyan Pastors Leadership Dev as we go...*

*I've done a good bit of the design, but on this last trip, on the plane, the whole plan just rolled out as if he'd been working on it for days!*

## B. **Competent**

I want a boss who is highly-skilled, gifted, and even though they must lead through layers, they can still put the ball through the hoop personally when needed.

They have experience and wisdom.

Bottom-line, they are good at what they do!

## C. Out in front

You can only lead if you are out in front, you can't lead if you are always catching up.

*How do you stay out in front?*

- *First, I make sure what/where the front is . . .  
Pastor's call me and talk about contemporary worship... but they mean songs from the 80's and power point slides with worship songs.*

*Last October I brought in 11 XP's from large churches.*

*2 were smaller 5K-8K and 3 about 19K. Most were over 10K.*

*Spending two days with them helped me confirm where the front line was, and where I was relating to that line.*

- *Second, contextualize the front... we don't all have the same culture or priorities.*
- *Third, I make sure I'm out in front in at least one area.  
Leadership Development / JM Leadership Center | 5.1*

## 3. They are committed to **develop** me.

### A. **Care** about me

*Mom died in '97, JM changed his plans, booked a flight and came back to sit with me and do the memorial.*

### B. Treat me with **respect**

*PK always treats me with respect. . . one area is my calendar and time.*

*He has the right to change my calendar at will, whenever he wants.*

*I think he's done that (major change) about once a year!*

*Tsunami . . . Sri Lanka. . . Starbucks, laid out the whole idea . . .*

*I said, "So, you are thinking about it?" **I thought it was an idea, it was a plan!***

*"No, I've decided, and you're going, you leave in a week." **And your team will be...***

C. Use a simple plan

Changes over time.

- Residents – training curriculum (basic training once a week for all)
  - Younger leaders – I choose the leadership development focus
  - Experienced leaders – They choose the focus, I coach/encourage.
- Blend and Blur

D. Courage to tell me **the truth**

Only caveat – can't coach anyone who doesn't want to be coached.

4. They intentionally and consistently **empower** me.

A. **Trust** with responsibility

*I have a deep love for group life.*

*I'm a believer in the life changing potential of a small group.*

*And yet never been as far away from the epi-center of small group design and development as I am now and they are better than ever.*

***Fall launch, more groups more people than ever! 4,000 | 400***

*Scott (through Mark) pitched a new idea... I trusted him and let him fly.*

***Mark*** trusted him and said, *let's do this!*

*The partnership ideas that Scott has lead with PK and Redemptive Arts team to strengthen SG' is great!*

**Empowering is about letting go, lifting up BUT staying in the game!  
Not abandonment.**

The art of empowerment is the right mix of **freedom and guidance.**

*In office with Scott for 10 -15 minutes... he asked about my overarching values and guidelines... I focused primarily on ... not forsaking leaders and leadership development!*

B. **Train** for competency --

*Either training for competence, or hiring expertise!*

***Yesterday after 1pm service***, asked Scott a half dozen rapid fire questions just to stay in the loop...

*Less than 10 minutes my confidence was fueled again to a high level!*

*He fired off a quick, clear concise answer to every question I had!*

C. **Unleash** with authority

D. **Communicate** for clear expectations

E. **Believe** in for maximum results

5. They know how to create an environment conducive to **success**.

A. Know how to **read** the playing field.

What's really going on? Reality . . .

**A leader is lost when she/he can't read the field.**

*Worship Leader on stage... sounds bad...*

*He has to quickly know... is it a tech issue, is it a musicians and singers issue, relational issue, band not getting along . . .*

**If you can't read the field, you can't make the right call.**

*Attendance drops 20% at Flowery Branch, Pastor Jason should be the first one who has a strong idea of what's going on and why.*

- What do we need?  
Resources . . . can have anything, can't have everything.
- What problems need to be solved first?  
Most problems not solved by money. Some made worse.
- What do we change?

B. Know the **direction** the team should be headed, and how to get there.

5.1

C. Know how to create positive team **morale**.

Especially under speed and pressure.

Morale to the staff is like momentum to the church.

With high morale you can do nearly anything, without it, you can do next to nothing.