

# THE EXTRA POINT

BY JERRY ROBERTS



## # 167 12 Things Good Bosses Believe Pt. 2

Yesterday we began to discuss the winning mindset needed by effective bosses. I'm Jerry Roberts and let's talk again about 12 things that good bosses believe, next, on The Extra Point.

This comes from an article written almost 10 years ago by Robert Sutton, a professor of management science at Stanford University. I've taken his thoughts, added a few of my own, and let's see what you think about this what good bosses must believe.

Before we get into today's info let's review what we discussed yesterday. That proper mindset starts with the following.

1. I have a flawed and incomplete understanding of what it feels like to work for me.
2. Our success depends largely on being the master of fundamentals, not obscure, or breakthrough ideas and methods.
3. My job is to focus on the small wins that enable my people to make a little progress every day.
4. I need to strike the delicate balance between being too assertive and not assertive enough.
5. My job is to protect my people from external intrusions, distractions, and idiocy, including my idiocy.
6. I strive to be confident but humble, knowing I will often be wrong.

Okay, let's look at mindset items 7 through 12.

7. I aim to fight as if I am right, and listen as if I am wrong — and to teach my people to do the same thing. This is as hard as it is brilliant. If you can get this one down, you're on your way to a great managerial and leadership career.

8. One of the best tests of my leadership — and my organization — is “what happens after people make a mistake?” This is huge. People are going to watch at how you react when things go wrong. Do it well and people form a team. do it wrong and they run for cover. You decide.

9. Innovation is crucial to every team and organization. So my job is to encourage my people to generate and test all kinds of new ideas. But it is also my job to help them kill off all the bad ideas we generate, and most of the good ideas, too. We can't do everything. Even too many good ideas can be a distraction and prevent us from growing.

10. Bad is stronger than good. It is more important to eliminate the negative than to accentuate the positive. This is a tough lesson for everyone to learn. Eliminate negatives first, then there's room for the positives to fill in and help build a winning culture.

11. How I do things is as important as what I do. Yep, just like it's not always what you say, but how you say it. People are always judging.

12. Because I wield power over others, I am at great risk of acting like an insensitive jerk — and not realizing it. This gets us back to the very beginning — a boss must have the gift of self-awareness.

There you go, 12 Things Good Bosses Believe. Pick up the transcripts, numbers 166 and 167, at [gumtraining.com](http://gumtraining.com).

That's The Extra Point. Get out there and make something good happen today. For 93.3, I'm Jerry Roberts.

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