

"My job is to not to be easy on people. My job is to make them better. My job is to pull things together, clear the ways, get resources for key projects, make these great people even better."

5. **Set an example.** No leader can influence others greatly except through example. Steve was an example. He dedicated his life to technology. He walked his talk and delivered his best and expected the best from others.

6. **Have tenacity—be persistent.** Steve was noted for *tenacity* and *resilience*. As an adopted child, he learned to survive. When he was ousted from Apple, he said, "It was awful-tasting medicine, but the patient needed it. Sometimes life hits you in the head with a brick. Don't lose faith." He focused on his work rather than blame his circumstances. When he was rehired, many doubted his capability. He proved his critics wrong and put Apple on top. Each time he failed, he learned lessons and moved on without any regrets.

7. **Strive for excellence.** Aristotle said, "Men acquire a particular quality by constantly acting in a particular way." Steve acquired the quality of *excellence*. He emphasized *adding value* to existing products and services through innovation and creativity. He believed more in *excellence* than *perfection*. He raised the bar for himself and for others. He said: "Some people aren't used to an environment where *excellence* is *expected*."

8. **Build your brand.** Steve was synonymous with Apple, and he created impact and impression globally. He was a *tough* and *transactional* leader, like Jack Welch, who meant business. He proved *everything is possible through passion, vision, mission, execution and innovation*.

9. **Make your choices wisely.** Steve realized in February 2011 that his time was short. Hence, he made his own choices and spent his last days wisely with his wife and four children without leaving any regrets. He led a complete life, and his innovative ideas and products will be his lasting legacy.

10. **Be an icon.** Steve walked the *path less traveled*, becoming a trailblazer. He started as a *small fish in a big pond* and ultimately became a big pond of innovation and excellence. He rewrote the rules of business and changed the way technology works. He made a *qualitative difference* in the lives of people.

Steve Jobs embodied the *American dream—global dream—of a better life.* LE

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ACTION: Follow the road less traveled.

Turning the Tables

Turn the light on you in five ways.



by Beverly Kaye and Eileen McDargh

YOU AND YOUR FELLOW EMPLOYEES have likely complained about your boss many times. You said you would never have done it that way, or you felt you deserved credit or appreciation and it just never came. It's also likely that you've spent precious time whining, complaining, and second guessing.

We can all share stories of the bosses from hell; however, *bad mouthing the boss can be bad business*—particularly since *what we give out, we get back*. What would happen if we reversed the trend and let the boss know what she did well? What if we actually looked for what was right rather than what was wrong.

October 16th was *National Boss Appreciation Day*. We did a survey and found that employees don't often stop to pay attention to something positive that was just said by a boss. They don't tell the boss if his idea was a good one. They don't let the boss know when their intervention prevented a battle, or nipped a problem before it grew.

Why appreciate your boss? Because giving credit, showing appreciation, and noticing great behavior really does go both ways. If you want it, give it.

Here are *four opportunity points* for you to watch for and act on. All can easily escape you, alas, they usually do.

1. **Catch your boss doing something that helped you.** Ken Blanchard reminded us of the importance of this idea in the *One Minute Manager*. You know the feeling when something that you've done is ignored or discounted.

Since managers are not mind readers, be specific! Tell your boss exactly what they did that helped you, how you felt about it, and why it mattered to you. The more specific you get, the greater chance that you will get repeat performance.

2. **A simple thank you goes a long way.** You know how you feel when someone thanks you. You might have received

the quick text message of acknowledgment or a post-it-note left on your desk.

We expect the boss to do it to us. But do we ever expect to do it in return. It truly turns the light on you when you express a simple *thank you*.

Keep in mind—this is not *sucking up* to your manager. If it is not sincere, forget it. We had an experience where a worker (who thought he had a jerk for a boss) began to focus on what his manager was doing right. His simple statement of *thank you* and *appreciation* began to manifest itself in the form of more positive behavior from the boss. *Amazing!* Once you see it and say it, you get it.

3. **Notice more!** There is so much we take for granted and expect from others. Doesn't it feel great when your boss notices something that you do well? Since "whatever is recognized gets repeated," take time to recognize the small things done each day. Here are some sentence stems that can start you: *You made my day when . . . It touched me when . . . I could not have done this without your help . . . You surprised me when . . .*

4. **Help them help you!** Instead of expecting your boss to read your mind . . . let them know what's on it! Tell

your boss what you need in order to do the very best work. And then, for heaven's sake . . . when he does . . . let him know that you noticed. Don't just make a request. Tell your manager what you need and why and what will happen as a result. Most bosses need and want you to succeed. If you fail, they fail.

5. **Remember that bosses are people too.** Aging parents. Troubled teens. Broken marriages. You name it. Salary grade and rank is an equal opportunity employer when it comes to troubles, misery, and heartache. Give your boss some appreciation. You might step in the shoes of your manager and *seek to understand rather than to be understood*.

The stretch sales goals they insist on could be coming from the *pummeled fist of a senior executive* or the *whining voice of shareholders*. It's not about *you*—it is about *business realities*. The brisk tone could be the result of too many conference calls. The irritation could be from sleepless nights and pressing demands. So, think about *Boss Appreciation* from a spirit of generosity and compassion. The results could be astounding. LE

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ACTION: Actively appreciate your boss.

