



# HAPPY HOLIDAYS!

**This holiday season, one of the best gifts an employee can receive is a really great boss. The following are eight behaviors we have found in the highest-rated leaders.**

## **Inspire Team Members to High Performance**

The most significant factor that separates the direct reports who are most satisfied from those who are least satisfied is the leader's ability to inspire and motivate others.

## **Focus on the Big Picture**

The best bosses have a clear perspective between the overall picture and the details.

## **Make Work an Opportunity to Learn**

The best bosses are highly focused on finding developmental opportunities for all team members.

## **Demonstrate Concern for Team Members**

The best bosses stay in touch with the issues and concerns of individuals in the work group.

## **Resolve Conflicts and Insist on Cooperation**

The best bosses insist that team members cooperate rather than compete.

## **Ask Team Members to Stretch**

The most highly rated leaders ask their team members to reach for goals that go beyond what they originally thought possible. Our research shows that when direct reports accomplish difficult goals, their job satisfaction increases.

## **Communicate, Communicate, Communicate**

The best bosses keep direct reports well informed, listen attentively to their issues and concerns, and ask thought-provoking questions.

## **Walk Your Talk**

The best bosses are excellent role models. They would not ask team members to do something they themselves wouldn't do.