



# Bad Bosses Out There? Realities and Remedies

Wayne Hochwarter, Ph.D.

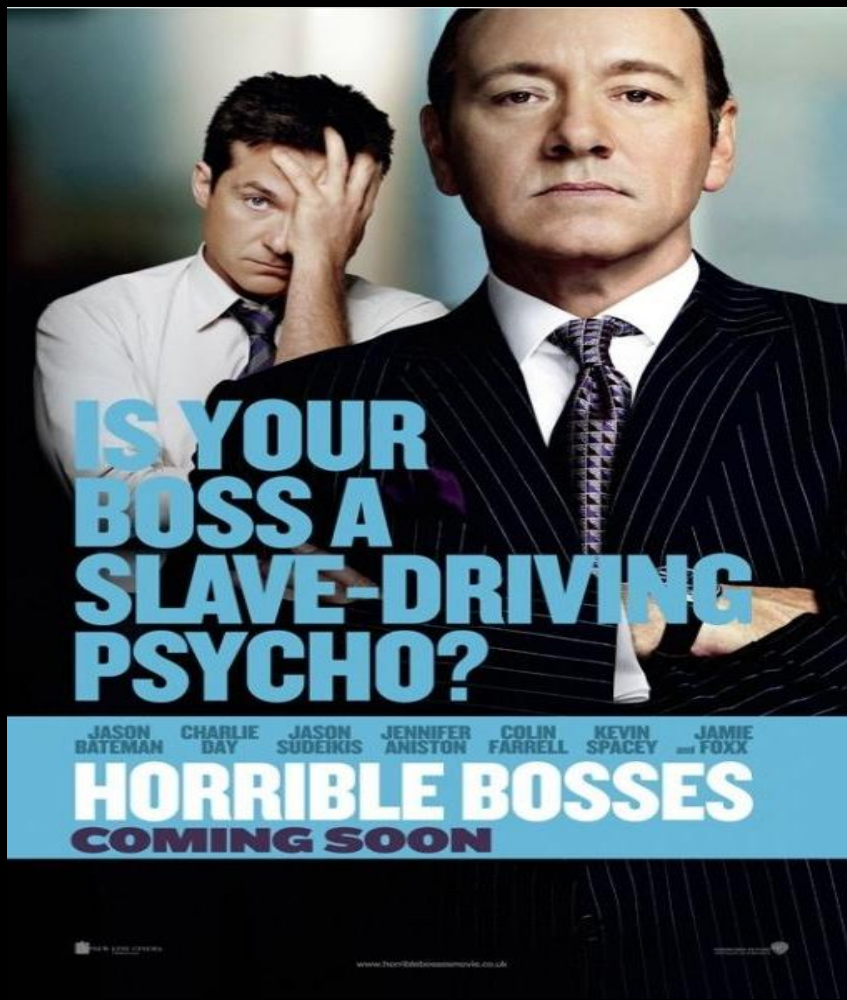
Jim Moran Professor of Management

Florida State University





# Maybe “I Love My Boss” next year



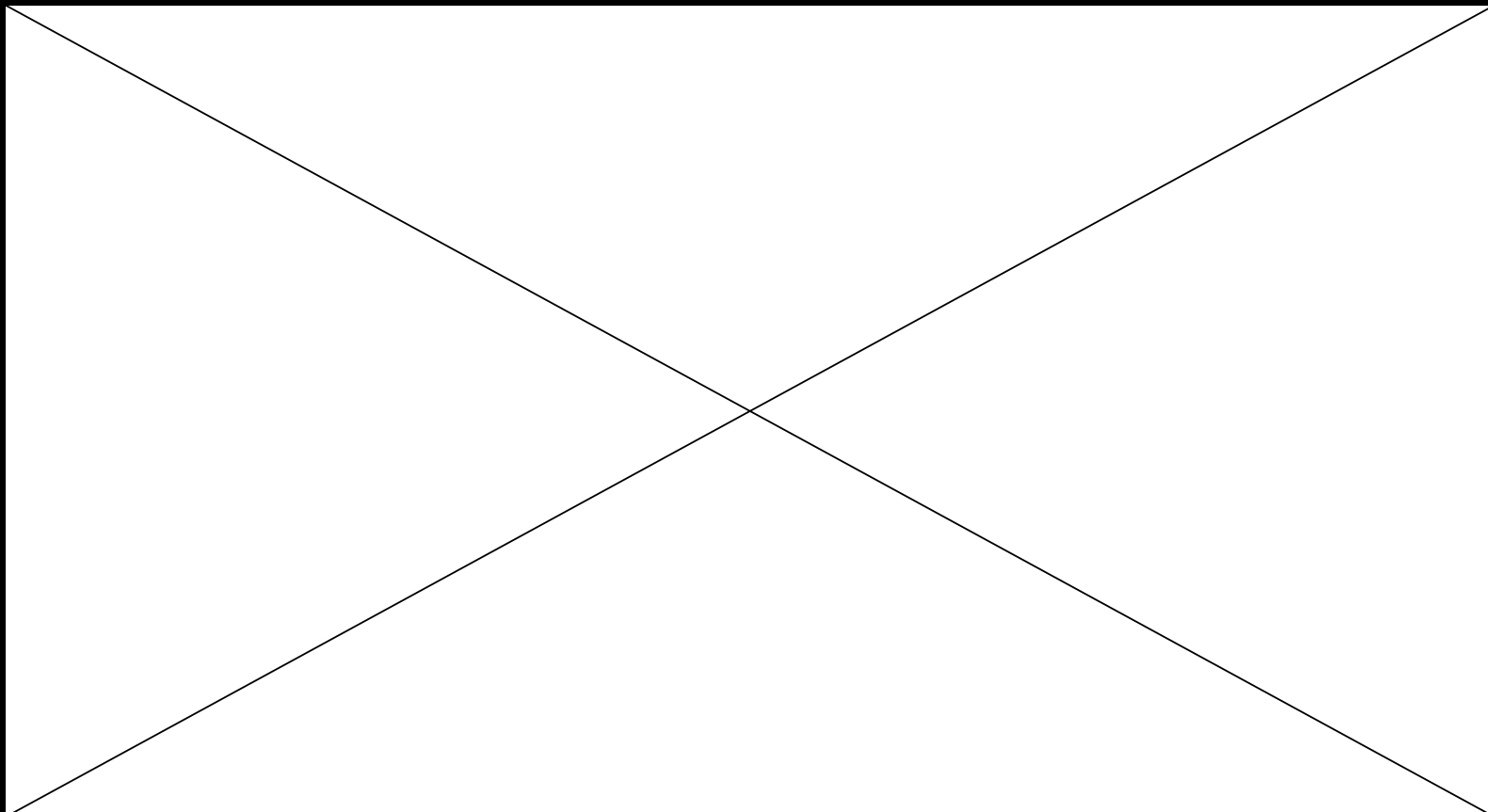
As of September 1, 2011

\$182,856,000



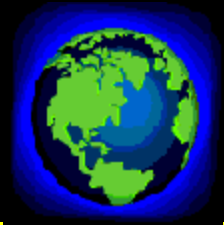


# State of the Boss – Worker Relationship??





# Does this resonate in your



“...it is clear that employee-employer relations are at one of the lowest points in history” ~ WSJ

“a narcissistic boss kills team dynamics, increases anger and stress, and sends effort spiraling downward” ~ Times of India

“... even likened the employer-employee dynamic to an *abusive relationship*” ~ BusinessWeek



“Some feel that if they don't forcefully impose their will, they're not managing – Trump's the model” ~ INC

“boss was concerned more with saving his or her own job than developing employees” ~London Times

“Without question, the most often frequent *sinful* leader behaviors were pride and laziness” ~ NY Times



Dear Dr. Hochwarter,

My name is **XXXXXXXX** and I read your interview about bosses in the Chicago Sun-Times on August 28, 2011.

I really am wit's end about my crazy boss and I don't know what to do about it. During my last evaluation, even though I made hardly any errors (or so I thought), I was told, once again, that my proofreading skills need work. I was shocked and disappointed. This stellar individual performs her work at the last minute possible; major reports are done in less than two weeks. There is nobody with the college, ironic of all places, to share this with, in a dignified and responsible manner.

I've never seen anything quite like this in all of my life. It's very depressing to have to show up to work under these conditions. It is more frustrating that I can't resolve this in a professional manner. Since you work in a college setting, I don't know if you see this within your university. I am an administrative assistant in an adult education department. The person I report to should not be in management. She really is peculiar as to her professional behavior. I have to arrive at 8:15 AM and she strolls in whenever she feels like it. That's fine, but she also has made an issue when I am three minutes late (somebody was a tattletale, clearly, as she can't see this for herself since she is never on time). Thanks you for your time.

**XXXXXX XXXXXXXX**



# Some of my friends



- **Sandy**
- **New York City**
- **Sales**  
**(Luxury Cars)**
- **Sales Manager**





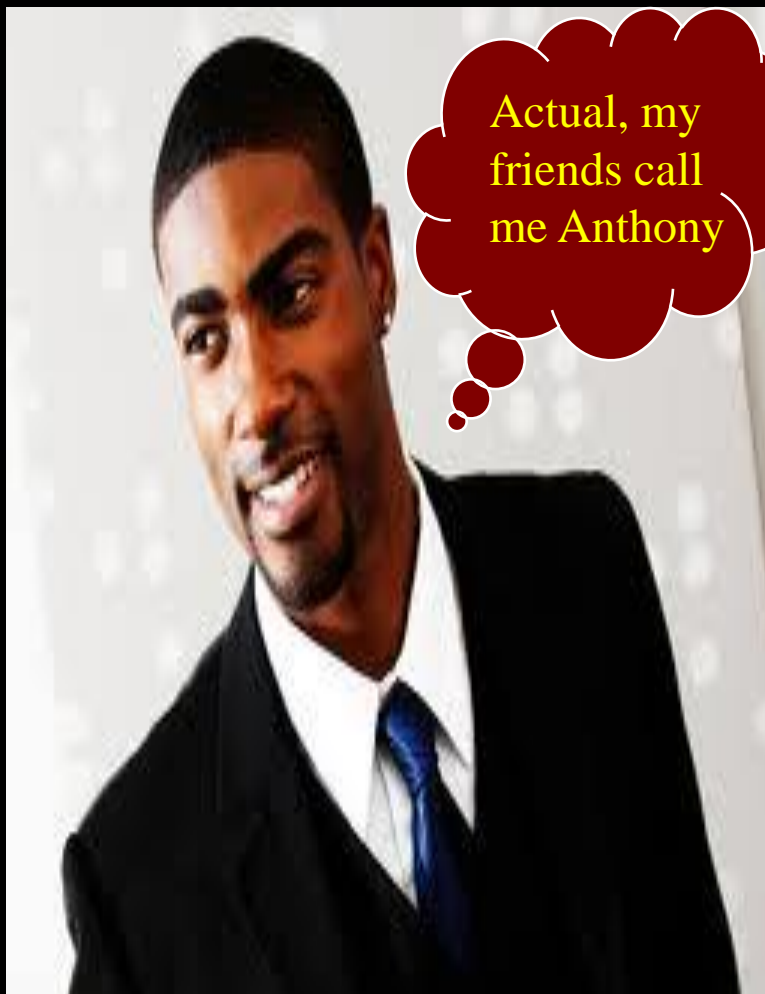
# Another Friend



- **Joe**  
(see “Joe”)
- **Prattville, AL**
- **Doors and Windows**
- **Manager – Paints  
and Floor Coverings**



# Another Friend



- **Tony**
- Sorry “Anthony”
  
- **Miami**
  
- **Sales Manager**  
(Miami – 10/31/2011)
  
- **Regional Manager**  
(Europe – 11/01/2011)





# Everyone has a story...





# If it goes bad...

(reasons triggered by the organization)

- ✦ ... chose the wrong person
- ✦ ... didn't train
- ✦ ... didn't give the resources
- ✦ ... didn't evaluate the right things
- ✦ ... made it "I" versus "us"
- ✦ ... didn't allow for development
- ✦ ... cut loose (alienation/isolation)
- ✦ ... supervisors are lousy leaders (sometimes)



# If it goes bad...

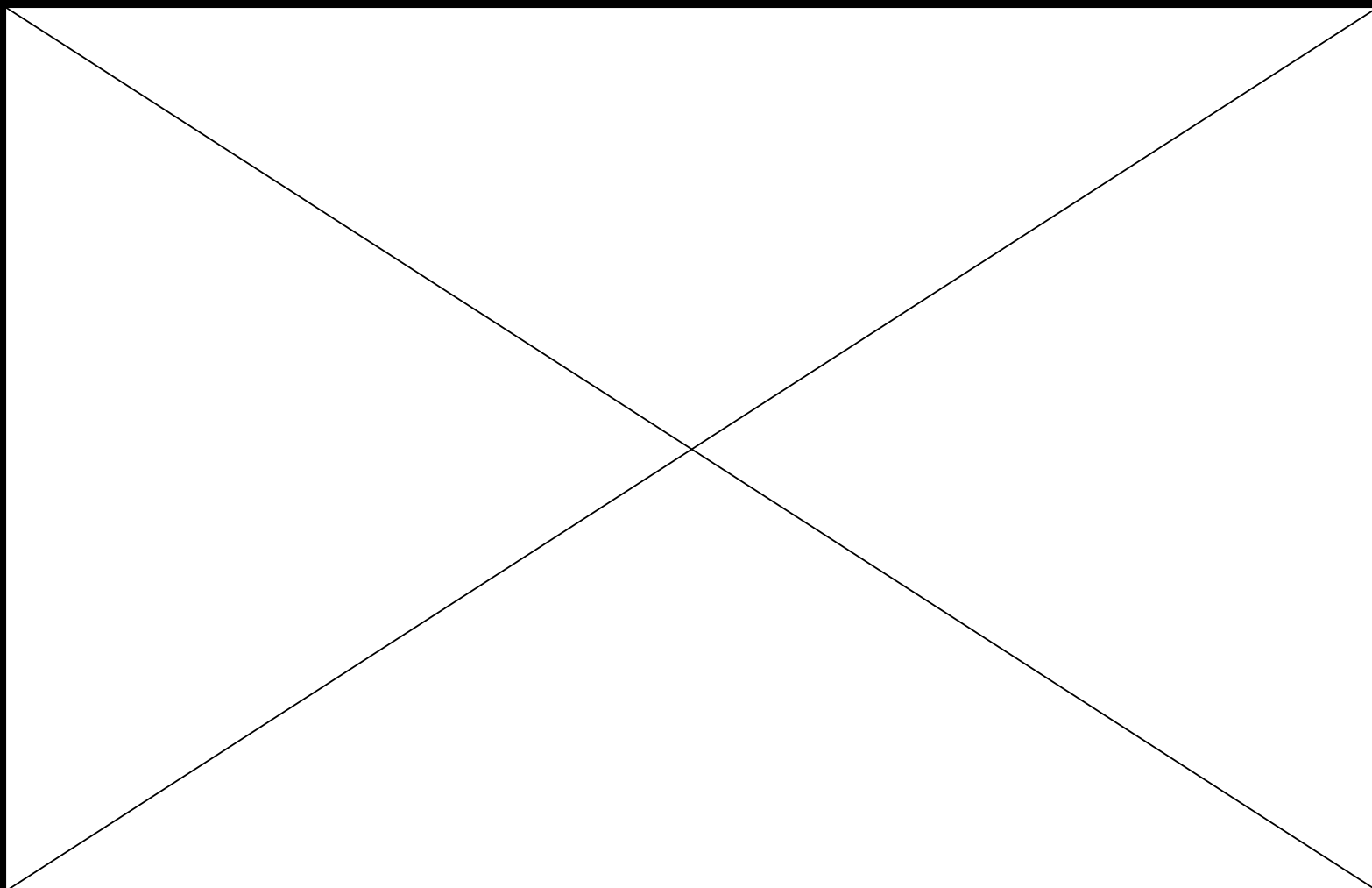
(why the person struggles)

- ✦ “I’m getting mine first...”
- ✦ “Two hands, eleven balls in the air...”
- ✦ “Boss says zig one day – zag the next”
- ✦ “Used to have 20, now have 6”
- ✦ “Feeling sad and dejected lately...”
- ✦ “Giving > getting...”
- ✦  missed another ball game...”
- ✦ “These 25 (or 68) year olds are killing me”
- ✦ “Heck, I guess I’ll do it myself...”
- ✦ “          !!! I did it again”





Letters from bosses say this is  
common experience...





# What are the realities...?

“...consider something else: The boss doesn’t always have the best tools. Often, bosses haven’t been trained how to manage people, or those they do supervise aren’t great employees, either”

~ Tehran Times

“...We take people and we put them in these situations and we give them the employee handbook, and they learn how many vacation days Tony can have, and they need to know what happens when Sally gets pregnant, but the whole notion of humanity . . . we don’t teach managers that,”

~ Chicago Sun Times



As bad as everyone says...?







# Where does this play into things?

## Top Causes of Stress in America

<http://www.apa.org/news/press/releases/stress/national-report.pdf>

1. Money (76%)



5. Relationships (55%)



2. Work (70%)



6. Personal Health (52%)



3. Economy (65%)



7. Housing (52%)

4. Family (58%)



8. Job Stability (49%)

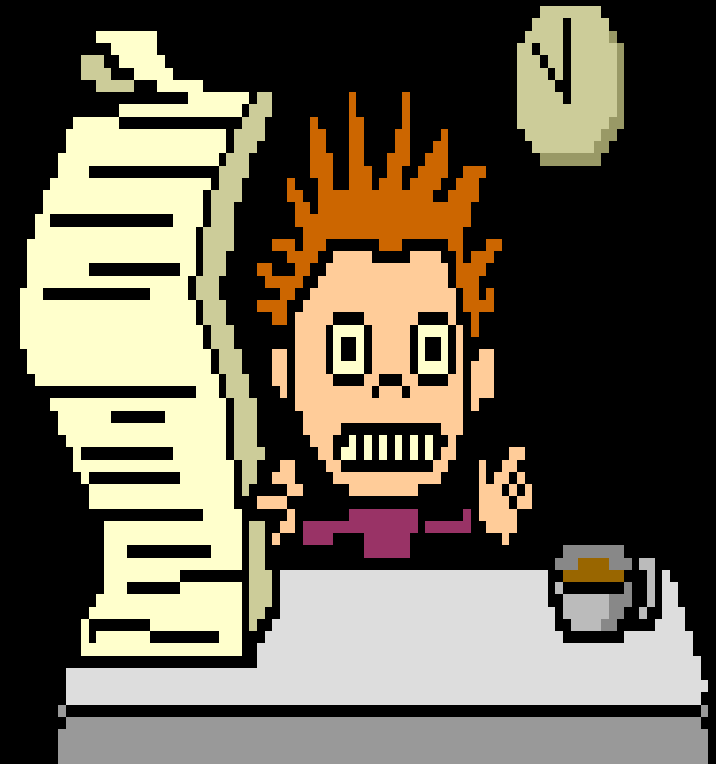
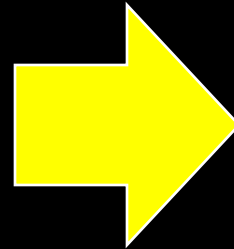




# Which ones affect being a supervisor of others?

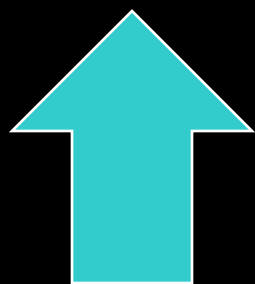
## Top Causes of Stress in America

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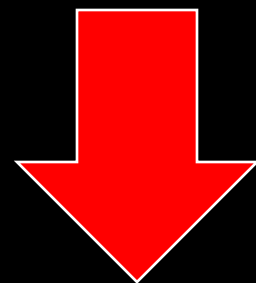
What I hear... time and time again



They Want...

More, **More**, **More**, **More**

They Give Us...



**Less**, **Less**, **Less**, **Less**



# Boss-Induced Stress...??

(Today's Miami Herald)



Expectations > 40 Hours



# Years in the Making, and Asking (but so simple really)





# What's so good about that...?

- ▶ Can be measured upfront
- ▶ Can be evaluated at a later time
- ▶ Crosses management titles
- ▶ Has oomph (validity) (glad to share data):
  - Job performance (self and subordinates)
  - Stress management
  - Commitment
  - Effort
  - Turnover/Absenteeism
  - People like their jobs and their boss







# My Humble Request

- ✿ Interns to successfully complete projects
- ✿ If you are hiring in the future
- ✿ Applied research opportunities
- ✿ Research searches
- ✿ Always looking for co-authors
- ✿ Visit us - talk to students (they would **benefit!** )

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Cards are upfront



# Questions

1. How has societal changes/trends affected the American workforce? What does the future look like (what will employees want)?
2. What skills will managers in the 21<sup>st</sup> century need to successfully lead? How can we help them in this regard?
3. Is the younger generation (i.e., college graduates) capable of becoming effective leaders? What changes are needed to prepare this generation?