

Get Hired for Fit or Get Fired for Fit?

Background on Management Fit

Gallup Polling over last 25 years:

75% of American workers are not happy in their jobs or committed to their organization

85% of workers worldwide are not happy

We are all part of the problem:

- Most Workers more interested in money, titles, potential for promotions and job security... and remote/hybrid work opportunities
- Most Employers are focused almost solely on skills and experience... when they look at personality fit, they only test candidates, not matching traits desired by the manager
- Most lower-level search firms are often focused on “spray and pray” searches and even most high end retained firms don’t test fit of the hiring managers with candidates but focus on skills and experience and personality testing for candidates

Even recent Harvard Business School article focuses on business skills:

- **Data analysis skills:** Identifying trends and making data-driven business decisions
- **Understanding of economics:** Understanding pricing strategies and market demand to develop your decision-making abilities
- **Business management skills:** Effectively managing organizational resources and implementing managerial processes
- **Leadership skills:** Guiding teams toward success while carrying out the business’s mission and vision
- **Financial accounting skills:** Understanding the company’s current performance and future potential
- **Financial management skills:** Using financial tools to empower the decision-making process
- **Communication** and **negotiation skills:** Effectively communicating internally and externally and working toward common goals
- **Project management, planning, and organizational skills:** Maximizing productivity
- **Emotional intelligence:** Better managing professional relationships
- **Networking:** Making mutually beneficial connections throughout your company, industry, and beyond

Get Hired for Fit or Get Fired for Fit?

What Steps Can We Take in this Environment?

First of all, Know Thyself:

Humans are remarkably poor judges of themselves. So our first step should be to acknowledge this deficit and take steps to increase self-knowledge.

“Know yourself” is the sum of all philosophical commandments, Socrates once observed. The phrase *“Know thyself,”* is centuries old, but it’s still one of the essential meta-skills of the 21st century. Aristotle also said: “Knowing yourself is the beginning of all wisdom.”

Who are you, really? Do you know? “Can you remember who you were, before the world told you who you should be.” Charles Bukowski asks.

Self-knowledge is the sum total of who you truly are as a person, not an employee, writer, creator, son, daughter, brother, sister, husband, or wife. The true self as it really is.

Who I am today is very different from who I was a decade ago — I know my basic long-term goals in life: I use that as a guide to choose what’s really worth my time because how we spend our time is how we live our lives.

Self-knowledge is life-changing. It’s the foundation for a better life.

“Research suggests that when we see ourselves clearly, we are more confident and more creative. We make sounder decisions, build stronger relationships, and communicate more effectively, writes Tasha Eurich, an organizational psychologist and author of *Insight: How to succeed by seeing yourself clearly*.

Defining our own answers to the most difficult questions we will ever face is a life long process: **What is worthwhile? And as a unique creature of God, why am I here on earth?**

Secondly, take as many self-assessment tests to define the characteristics or traits that you feel strongest about:

- How you want to be treated and how you want to treat others.
- Myers-Briggs on line, www.MBTIonline.com
- Dr. Sherry Buffington’s Core Map and books by Dr. Sherry Buffington
- Your unique purpose in life as a creature of God.

Get Hired for Fit or Get Fired for Fit?

Thirdly, look for clues in your job history to the management traits that you most enjoy and those that drain the energy you bring to work. Below is a sample worksheet:

Supervisor	Company	Trait Liked	Trait Disliked	Top Five Traits
Bill	Frito Lay	Mentoring	Micro-manage	Self-Directed Teams
		Stretch Goals	Bureaucracy	
		Listener	Demanding	
		Creativity		
Mary	PepsiCo	Accountability		Accountability
		Self-Starters		
		Fair		
		Creativity		Creative
		Stretch Goals		
Jim	PepsiCo	Fair	Micro-manage	
		Accountability	No vision	
		Listener	Screamer	
			Poor communications	
Chuck	Kimberly Clark	Fair	Micro-manage	
		Communications	Demanding	
		Listener		Listening
Janice	Interstate Batteries	Accountability	No vision	
		Self-Starters	Bureaucracy	
		Mentoring		
		Listened		
		Stretch Goals		Stretch goals

- Analyse most recent five supervisors with five likes and five dislikes each
- Convert each into a positive trait (Micro-management into self-directed teams)
- Incorporate this information into your resume, your networking discussion, your LinkedIn page and communicate these traits to everyone who might be a referral
- Discuss in interviews
- Most Important Risk: Make sure the hiring authority's supervisor is aligned with your future supervisor's management style.

Get Hired for Fit or Get Fired for Fit?

Fourth, is the most difficult step, learning the management traits of your new boss, the hiring authority, to see if there is a fit:

- **Former employees about the management style of the hiring authority**
- **Search firms who work for the company**
- **Service providers**
- **Current team members**
- **Your first and second level LinkedIn connections (Company name LinkedIn.com)**
- **Their professional linkedin page**
- **Corporate culture**
- **Ask questions in the interview process**
- **Trust your gut feelings (Click Factor)**

Get Hired for Fit or Get Fired for Fit?

Management Traits

Good and Bad Management Traits

Are you a manager looking to make a difference in your workplace? Do you want to be a leader that will positively influence your team? Whether you manage five or fifty employees, being a great manager comes with a lot of responsibility.

Here are some of the top skills successful managers work on in their careers:

- Leadership
- Experience
- Communication
- Knowledge
- Organization
- Time management
- Delegation
- Confidence
- Respect
- Company Culture

Top 10 Qualities of a Good Manager

Leadership Skills

In order to be an effective manager, you need to be able to lead your employees in an efficient manner. Being able to envision how you would want your leadership to look is an effective way to achieve good management. Strategic thinkers are able to see the big picture and see minor details that others may not see.

Professional Experience

If you don't have experience working in a professional environment and leading a team, it will be hard to step up as a manager. A great way to gain experience in a management role is to communicate with your current job your goals. In some instances, when management knows you are looking to step up as a leader, they'll inherently train you through a variety of scenarios that could help develop you for an upcoming promotion or position that may become available.

Good Communication Skills

Effective communication is a staple that all the best managers have. This not only means communicating job responsibilities and expectations, it means listening to your team and working with them to produce results within their position. Making sure to take time and have weekly meetings with your employees will help you as a leader understand where everyone is at in their projects. This will also build trust with your employees and empower them to boost productivity in their workflow knowing they have someone to help them if they need it.

Knowledge

Experience as a manager is a must but so is knowledge. Going back to school is an investment that many effective leaders have seen as a benefit not only to their professional work life but to their personal lives as well. There are various degrees offered for managers, including a [bachelor's degree in business](#) or a [master's degree in leadership](#) or [project management](#). You can also get a [certificate in project management](#), entrepreneurship, ethics, or [human resource management](#)

Organization

If you aren't organized in your position, there's a good chance that the employees you manage won't be either. There are many resources online that can inspire you to get organized. A good example is you can buy a personal planner or download an app on your phone that can remind you of meetings, tasks you need to complete every day, etc.

Get Hired for Fit or Get Fired for Fit?

Time Management Skills

Another key factor in being a successful manager is time management. If you're late every day, your employees might think it's acceptable to also be late. Time management is important when it comes to prioritizing your day, making sure you have time to communicate with your employees, and accomplishing goals throughout the week.

Delegation

If you don't know how to delegate projects and tasks, your role as a manager will be a lot more difficult. Don't be afraid to ask your employees to help complete a task. You might think it's easier to do everything yourself, but this will add more time to your already busy schedule, and you won't be allowing your employees to do what they were hired to do.

Confidence

To be an effective manager, you need to be confident in your abilities, experience, and decision-making skills. This doesn't mean you have to be arrogant or feel that you're better than your employees. But you're in a management role for a reason, your confidence will empower your team to be the best they can be.

Respect for Co-workers

Establishing a healthy and respectful work environment for your team is very important as a leader. If you do not show respect for your employees, there will definitely be tension in your workplace. Some things to be aware of are their time and abilities, being able to listen and communicate with them, and being a resource of knowledge and guidance.

Company Culture

Company culture is the fun part of being a great leader. This is where you can boost employee engagement and show your employees how grateful you are for their hard work. By offering fun activities throughout the week, such as a team-building outing after business hours or adding a new coffee station to the break room, the possibilities are endless on ways you can strengthen your company culture. This will not only boost your company culture but it will increase employee retention, and could potentially put you as a high-ranking company to work for.

Pursue your Calling as a Leader

If you feel called to be a leader, CCU offers various in-depth programs that will prepare you for a career in leadership. Specifically, our organizational leadership degree program which aligns your values with furthering your knowledge on how to be an effective leader in whatever career path you decide to take.

25 Signs of a Bad Manager at Work

You found our list of warning **signs of a bad manager**.

Signs of a bad manager are undesirable leadership traits that cause friction between supervisors and employees. For example, micromanagement, conflict avoidance, and credit-stealing. The purpose of pointing out these qualities is to help managers avoid pitfalls and lead teams more successfully.

These traits are similar to [bad leaders](#), the opposite of [signs of a good manager](#) and are examples of poor [team management skills](#). Ineffective leadership can have a significant impact on [employee morale](#) and [workplace toxicity](#).

1. Micromanagement

Micromanagement is one of the most-often-cited characteristics of a bad manager. Instead of giving staff the time, space, and autonomy to perform, micromanagers over-observe and dictate every part of the process.

These bosses demand constant updates that can further delay the result and make the work tedious.

This approach can squash creativity and take a toll on productivity. Employees struggle to find joy and meaning in the work they lack ownership and control over. Not to mention, the need to oversee and sign off on every idea or action conveys a lack of trust.

Leaders are accountable for the team's results. Anxiety about potential outcomes often leads inexperienced or insecure managers to monitor and control each step of the operation.

Get Hired for Fit or Get Fired for Fit?

How to fix it: Trust your team! Dial back the checking in. Once you and the team decide how often updates should occur, try to stick to that agreement as closely as possible. Oftentimes when managers provide the staff with autonomy and space, employees repay that trust by meeting and exceeding expectations.

2. Failure to give feedback

Delivering feedback is one of leaders' most important responsibilities. Managers' primary role in the workplace is to evaluate and guide employees. A manager who neglects to provide performance insight ignores this duty, and the silence denies employees the chance to grow.

Some managers dread confronting staff with less-than-stellar reviews. Others only offer criticism without recognizing positive contributions. Then, some supervisors assume that the occasional "good job," is sufficient without further detail. Some managers neglect to give feedback at all. Or, perhaps the comments are too harsh, or too unclear. Feedback is an art that many managers struggle to master.

How to fix it: Schedule regular formal reviews on a yearly, quarterly, or monthly basis. Also, make opportunities for more informal evaluations, like one-to-one check-ins or feedback Slack channels. Roleplay and practice delivering constructive comments outside of work to grow more comfortable with the process.

3. Inability to say "no"

There are a surprising number of individuals in management positions who are uncomfortable saying "no." These individuals have trouble standing up to their bosses, other departments, and sometimes, even their own team.

This propensity for people-pleasing leads to issues. Out of fear of disappointing colleagues or supervisors, a manager might accept unreasonable demands and assume promises that are impossible for the team to fulfill. Or, the manager may fail to veto an idea that is not in the best interest of the company or the team.

The manager should be a voice of reason and should not be averse to provide pushback. A manager who is afraid of offending is more worried about keeping the peace than the long-term effects of agreeing.

How to fix it: Realize that accommodating coworkers is not a zero-sum game. Pleasing one party might inconvenience another. Make decisions out based on business interests, not politeness. Practice saying no so that you grow more comfortable asserting yourself and advocating for your team's needs.

4. Absence of empathy

A lack of empathy is one of the worst toxic manager traits primarily because this quality lays the foundation for other bad behaviors. A manager who fails to recognize feelings of employees may not think twice about gossiping, screaming, or overworking staff.

In its most extreme form, this quality appears as workplace abuse. However, more subtle manifestations of this trait include bosses guilt-tripping employees over taking sick leave or flaunting wealth in front of minimum wage employees.

These individuals also do not care, or at least, do not seem to care about the lives of employees outside the office, nor the ways outside factors may affect performance. While professionalism dictates that workers should not let personal problems interfere with work, we are all prone to the occasional bad day. Significant events like death, illness, and births take an even greater toll, and expecting the employee to show no effects is unreasonable. These bosses treat employees more like work machines than human beings.

How to fix it: Practice mindfulness and self-awareness. In times when you cannot show kindness, then give your employees space. Make an effort to observe and imagine other folks' feelings. Search for the root of your lack of compassion. Trust yourself to draw the line between being nice and being taken advantage of.

5. Gossip

Leaders should actively discourage gossip to promote a [healthy team culture](#). Spreading rumors and hearsay does not set a good example for the staff.

Get Hired for Fit or Get Fired for Fit?

Not to mention, the act tanks trust. Employees who overhear a manager speculating about a colleague may worry about becoming the subject of such gossip. As a result, teammates will not confide in the manager, causing a rift in the relationship. Managers cannot lend support when they are unaware of team members' struggles, and team members will not admit those struggles when suspecting the manager will not keep a secret. Gossip has no place in inclusive workspaces, and managers should strive to make the workplace welcoming and safe for all team members.

How to fix it: Don't do it. If you would not make the statement to the subject's face, do not say it to a colleague. When other coworkers begin to gossip while talking to you, either correct the employees or leave the conversation.

6. Poor communication

Good managers keep in touch. Bad managers go radio silent. This occurrence is a problem especially when managers are based in separate locations, travel frequently, or if the team is fully remote.

These managers go days, weeks, or even months without contact before dropping in with an obligatory check-in, update, or new assignment. Perhaps the boss waits until the last minute to pass along information.

Or, if the leader does communicate, the conversation is one-way. The boss sends an email or instant message, yet never responds to follow-up questions. This manager promises to call back later but forgets to pick up the phone.

The occasional delayed response is understandable, but this manager makes a habit of ghosting the team.

How to fix it: Stick to a communication schedule, even if you have nothing new to report. Set deadlines for important conversations, for instance, replying within 24 hours. Use a communication tool to make reaching out easier and more convenient.

7. Over-reliance on employee self-management

There is a difference between giving employees freedom to do their jobs and forcing them to fend for themselves. Good managers give employees autonomy and defer to their judgment, yet still observe and give input.

Bad managers are often unaware that decisions are even being made. These individuals never implicitly command employees to take the reins, yet never make a decision that might mean otherwise. Employees assume that the issue will continue unless someone takes actions, so the staff steps up and solves the problem out of a sense of duty. There are no instructions from the manager beforehand, and often, no thanks afterwards.

This behavior turns employees into managers without the pay or title. Assuming too much responsibility can make the staff feel overwhelmed, unappreciated, and resentful.

How to fix it: Distinguish between manager tasks and employee tasks. For instance, staff can make shift swaps but should not create the schedule, and mediating conflicts between coworkers is a manager's responsibility. Hold regular meetings and check-in's and remain aware of the day-to-day happenings of the job. Do not take advantage of employees' eagerness to help or prove themselves.

8. Disorganization

Disorganization is one of the main incompetent manager traits. There is a fine line between being slightly scattered and being consistently disheveled. Disorganization becomes a problem when managers constantly forget details, lose documents, and miss meetings. This behavior sets a poor standard for the department, and can also cause extra work and for other team members.

A manager must be able to keep their own affairs in order first before handling an entire team. A leader who cannot keep track of his car keys does not inspire much confidence in his ability to organize and oversee a department. Occasional absent-mindedness or messiness is tolerable, but the appearance of being perpetually lost is not a good look for a manager.

Get Hired for Fit or Get Fired for Fit?

How to fix it: Find or create a system that works for you. Take an hour or two at the start or end of each week to organize. Evaluate whether you need an assistant, or just need to get your act together.

You can also use [scheduling software](#) to help arrange your day.

9. Conflict avoidance

Conflict avoidance is one of the main signs of a weak manager. Achieving team harmony is a manager's goal, however trying to avoid any type of disagreement often has the opposite effect. When managers squash squabbles without addressing the underlying causes, resentment can build and an even greater argument may arise down the line. Instead of trying to stamp out any sign of trouble, leaders should teach teams how to navigate and resolve disagreements respectfully. It is the role of managers to lead mediation, diffuse the tension, negotiate, and steer the group towards compromise.

Ignoring the issues will only procrastinate the problem until the situation reaches a boiling point.

How to fix it: Establish a mediation process early to provide a structure for problem-solving. Encourage productive communication practices and teach teammates how to hold respectful dialogues.

10. Unavailability

Managers may not be available to staff during all hours of the day. However, if teammates consistently feel as if their supervisor does not have time for them, then there is a serious problem.

Absent bosses are not aware of what actually occurs in their departments, which can lead to staff slacking off or developing other unsavory work habits. Employees may feel unsupported and unimportant. Being unable to get a hold of the manager can cause unnecessary frustration and worry. Staff may stop reaching out with questions and concerns entirely, which can lead to preventable issues.

How to fix it: Block out "office hours" and be available to staff during these times. Regularly check in with staff.

You can also schedule [regular one on one meetings](#) to ensure all employees receive individualized attention.

11. Lack of delegation

The non-delegator is a bad boss in disguise as a good boss. The "jump-in-the-trenches" approach can earn staff's admiration and loyalty during busy times, yet can also earn the team's ire in slower seasons. Managers who insist on taking on tasks that teammates are capable of handling are one step away from micromanagers.

These managers often take on more responsibility than they have bandwidth for. When the manager performs teammates' jobs, then the manager's job goes undone. Bottlenecks often appear in workflows. Not to mention, when the leader constantly steps in and assumes tasks for employees, those employees never learn how to perform the tasks correctly, perpetuating the cycle.

How to fix it: Realize that your role as a boss is to coach and guide employees, not to do everything yourself.

12. Favoritism

An ideal manager treats all team members equally. Bad bosses play favorites. These leaders may have personal relationships with direct reports, for instance, being related. Or, the boss may just like one employee more than the others. Preferences are not a crime, however special treatment is a cardinal manager sin. These leaders give out opportunities and privileges not based on merit or skill, but rather on personal feelings. Preferential treatment is discouraging and demoralizing for non-favored employees. There is no incentive to try or strive if reward and regard automatically go to the manager's pet.

How to fix it: Be mindful of interactions you have with your staff. Make notes about privileges. If an employee pushes you for special treatment, then have a frank conversation about your need to stay impartial despite your close relationship.

Get Hired for Fit or Get Fired for Fit?

13. Credit-stealing

Credit-stealing is one of the most obvious warning signs of a bad boss. These managers pass off employees' ideas and efforts as their own, or fail to mention team members' contributions. Sometimes, bosses behave this way by accident, merely forgetting to give staff a shout-out. Thanking employees in private yet never bringing up their name in public is not sufficient either.

Nobody wants to feel that their work goes unnoticed, nor that someone else is reaping the rewards of their intelligence and effort. Employees have aspirations and ambitions and are not simply a tool to make the boss look better. Staff deserve the chance to advance their careers. Hoarding the applause is unfair.

How to fix it: Be realistic in your role in the project and honestly evaluate who had the most influence on the end result. Pass along the praise and name your employees. Give your team credit, and they will likely give you credit in return. If you struggle to share the glory, then use the phrase "it was a team effort" as a baby step.

14. Insults

Most folks would agree that a manager who calls employees morons is not a good boss. Toxic leaders feel entitled to belittle staff and call employees names. Tearing other folks down masks their insecurity and makes the boss feel more in control.

Insults can also be sneaky and passive aggressive in nature. For example, a boss giving a backhanded compliment, like announcing in front of the team, "It's about time Frank finally made a sale!" The manager may not even be conscious of the comment's tone or connotations, and might get defensive when called out. Or, the leader may take teasing too far. Regardless of the intent, the hurt and humiliation is the same. Managers should avoid insults.

How to fix it: Avoid name-calling. If making the comment to your own boss would result in your firing, then do not say it to your staff. Focus on solutions to the problem at hand instead of hurling character attacks.

15. Blame

There is a difference between accountability and blame. Accountability is action-based and focuses on the future. Blame revolves around labels and deals with the past.

A good manager holds teammates to high standards and points out when staff fail to meet expectations. When a misstep occurs, effective managers focus on finding solutions instead of hurling accusations. Good managers assign fault only in service of fixing an error, not to make a judgement on the employee's capabilities or character. Bad managers harp on mistakes and can sink morale and productivity. These bosses' first instinct is to point fingers and shame rather than analyze the issue.

How to fix it: Prioritize a solutions-based approach. Focus more on how to fix the problem than who caused it.

16. Excessive anger

Type "bad boss" into a Google Image search, and approximately half of the results will show managers screaming at employees, often with a megaphone. The cartoonish stereotype of a mean manager is always in a foul mood, waiting for an opportunity to yell at employees, usually for an issue that is not the employee's fault.

Often, these outbursts are caused by the amount of pressure on the manager. Regardless, leaders should refrain from taking anger out on employees. Emotional regulation is a part of professionalism. Temper tantrum sets a poor example of conflict resolution for the team. Not to mention, a raging boss results in high levels of stress and fear for employees. Nobody wants to be hollered at during work, nor walk on egg shells in fear of setting off the boss.

Plus, when the boss explodes, the delivery overshadows the message. Employees will dwell on the confrontation instead of considering the message.

How to fix it: Learn to pause before reacting. Practice meditation, breathing exercises, and other anger management techniques. Plan an escape route in case you need to cool down before responding. If the anger persists, then consider seeking professional help.

Get Hired for Fit or Get Fired for Fit?

17. Poor listening habits

Bosses are busy. Managers can easily get distracted when there are one hundred things running through their minds. However, when poor listening habits become a pattern, problems arise. Employees are unlikely to feel heard or valued when managers interrupt or make team members explain for the fifth time. Having repeat conversations wastes time and causes frustration. Plus, half-listening can lead to misunderstandings and mistakes. Most importantly of all, bad listening hygiene sends the message that managers do not care about the staff.

How to fix it: Practice active listening tactics, such as repeating phrases back to the employee. If busy or distracted, then reschedule the conversation for a better time. Make an effort to hear and understand employees.

18. Tunnel vision

Managers serve as links between teams and the rest of the company. Effective managers act as liaisons that translate and compromise between the organization and the group. No department operates in a vacuum. Decisions that inconvenience or may not make sense to one team might exist to keep operations running smoothly. Managers are often privy to information that employees are not aware of. Part of a manager's duty is to relay the reasoning behind these choices to the team and help direct reports understand the bigger picture. However, occasionally managers pursue their own goals single mindedly, to the detriment of other departments. These managers aggressively pursue their own objectives and do not show much concern for the needs of other teams. These bosses protect their own teams at all costs, making excuses or covering their employees' errors. They hoard resources or refuse to help other departments. Direct reports may love these bosses for taking care of them, yet these individuals win few fans throughout the rest of the company. Treating coworkers like competitors benefits the boss at the expense of the company's wellbeing. The organization cannot succeed if only one team prevails.

How to fix it: Think on a grander scale. Pretend you're getting transferred to a different department tomorrow, and ask yourself whether or not your new colleagues would welcome you if you acted this way. Build relationships with coworkers in other departments and communicate regularly. Forming a rapport will help you empathize with colleagues more.

19. Manipulation

The role of managers is to unite the workforce around a common mission, yet some bosses pit co-workers against each other. This behavior sometimes comes from a misguided notion that rivalry will elicit the team's best performance, when in reality over-competition among peers prevents proper teamwork.

Or, the boss may just seem to like stirring up conflict. Positions of power tend to attract narcissists. These individuals tend to be addicted to drama, and feel most in control when causing chaos or influencing normally rational folks to act out.

However, manipulation is not always so sinister or obvious. Often the trait manifests itself as passive-aggression, in the form of guilt or snippy comments. Or, the behavior may even seem benign. For example, the boss might beg or ask favors, persisting after the coworker declines, or appeal to the employee's emotions. "Can you *please* work this weekend? I *promised* my son I'd take him to the zoo and I just stand the thought of him in tears."

While this sort of aggressive persuasion can be quite effective, it comes at the expense of eroding employees' trust. Real managers motivate, not manipulate. The difference between the two tactics is that motivation is rooted in honesty and benefits employees, while manipulation is sneaky and self-serving.

How to fix it: Be mindful of staff's reactions and signs of resistance. Don't ask them to do stuff beyond job description, and accept no when they do— Don't beg— be clear and transparent— can also appeal to them by explaining reasoning—

Get Hired for Fit or Get Fired for Fit?

20. Unquestionable authority

Authoritarianism is often cited to be the least effective [leadership style](#). Bad bosses operate like dictators, demanding respect and obedience and punishing anyone who challenges their authority. The boss's word is the way, and discussion or disagreement is not allowed. Employees become order-takers and learn not to ask questions or offer opposing ideas.

This atmosphere stifles innovation and creativity. A lack of checks on authority is also bad for the health of the organization. Bosses are not infallible at making poor choices, yet employees will not bring up concerns when conditioned not to speak up.

How to fix it: Foster two-way feedback and give employees advice. Acknowledge the ability to be wrong. Encourage debate and conversations. When enacting authority, explain your reasoning so that employees understand the logic behind decisions.

21. Unprofessional behavior

Unprofessional behavior is a catch-all for bad bosses. Sexism and racism are the most extreme iterations. Other examples include disregarding the dress code, slacking, disrespecting higher management, and excessively tending to personal matters on the clock. Left unchecked, these behaviors can embolden other employees to misbehave and ignore the rules. Such actions can also cause unnecessary conflicts and stress for staff.

How to fix it: Study and adhere to company policies. Keep professionalism at the top of your mind at all times. When in doubt, err on the side of formality.

22. No team building

Neglecting team building is not the worst thing a manager can do, but is also not the best. Ineffective managers make no efforts to help the staff get along. These bosses treat team members like individual employees, and ignore the lack of camaraderie or teamwork in the workplace. While any team member can take the initiative to plan outings or spark up conversations, it is ultimately the manager's responsibility to turn the group into one cohesive unit.

How to fix it: Plan and participate in [team building games](#). Identify and make an effort to include outlying team members. Run simple and quick team building exercises like [ice breaker games](#) or [improv games](#).

23. Appearance-obsessed

These managers care more about reputation than reality. Shallow and insecure, these bosses are more concerned with being popular and well-liked than being effective. This leader may push the team to hit numbers and quotas just to look better to the big bosses and company at large, with no regard to worker wellbeing. Or, maybe these managers fudge the numbers altogether, or stage a setup that makes the workplace appear more functional than normal. Perhaps these managers pretend to be nice to staff only when higher ups or coworkers are around.

On the more innocent side of the scale, the manager may try to be a "cool boss," and gain approval. These individuals aim to be well-liked rather than respected. They believe that their image and reputation take precedence over actual results.

How to fix it: Choose meaningful standards of measurements. Angle for results over good advertising, even if those results take time to materialize. Also, solicit honest feedback from peers and staff. When you receive feedback regularly, you will be less obsessed with impressing others or avoiding scorn.

24. Date or hit on staff

Many companies have rules against managers dating subordinates, for good reason. The power imbalance between bosses and employees means that the pair can never be on equal footing. Skeptics say that companies primarily aim to avoid lawsuits, yet organizations also try to protect staff who might feel obligated to date a boss to avoid career repercussions.

Get Hired for Fit or Get Fired for Fit?

Love does not always follow the rules, and feelings may blossom between supervisors and staff. While it is typically advisable to avoid these kinds of situations, bosses who choose to date employees should follow company rules and procedures. For example, the couple should disclose the relationship to HR if required. Also, as a general best practice, managers should not pursue employees or flirt with staff.

Bosses who date employees against company rules almost universally fall into the bad manager category. This behavior is dishonest and endangers the employee and the company.

Also, a manager serially dating subordinates can signal a lack of boundaries and professionalism.

How to fix it: Avoid flirting, even in a joking manner. Remain alert if employees come on to you. If a relationship does develop, be professional and honest about it and take steps to remain compliant with company policy.

25. Quiet firing

Quiet firing is when a manager disengages from an employee's happiness and growth in the workplace. This concept is a clear sign of poor management, and can be very destructive to an organization's morale and productivity. An easy way to spot quiet firing is when a manager continuously reschedules or cuts short 1 on 1 meetings with a direct report.

Final Thoughts

Inexperience causes many young supervisors to exhibit weak manager skills. However, leaders of any age are prone to personality flaws and bad habits. Plus, bosses are human, and humans have bad days. However, when the bad days outweigh the good, chances are that the leader is not a good boss. The good news is that self-improvement is possible and almost all flaws are fixable. With self-awareness and hard work, bad bosses can become better. The only truly bad boss is one who is unwilling to change.

We've all had one: a boss, manager, or team leader who could have come in first at a competition for the World's Worst Managers. But what makes them so bad? Turns out, there are quite a few qualities that many of the worst bosses have in common.

One of those qualities is that they don't *see* themselves as a bad boss. They think they're doing a fine job. If you are a boss or manager, I urge you to read this list with an open eye, and decide if *any* of these qualities could describe you, that you will work to change.

The World's Worst Managers:

1. **Don't communicate.** Almost universally, this is viewed as one of the worst things a boss can be or do. Whenever possible, be open and honest with your staff.
2. **Suffer from narcissism.** With terrible bosses, it's all about them — how employees' work reflects on them, how someone's problems or successes will affect them. There's no 'I' in team, people — and that goes for bosses too!
3. **Micro-manage their team.** Some bosses need to have control over every single aspect of their work. If you can't stand to let your team work on their own, you might need to consider whether you should have a team at all.
4. **Play favorites.** You might be on better terms with one employee over the others outside the office, but inside, it's important to treat everyone equally.
5. **Have unclear (or changing) expectations.** If the manager doesn't know or communicate what is expected of the employee, how can the employee ever live up to those expectations?
6. **Use fear as motivation.** If your goal as a manager is for your team to fear you, you're going about it all wrong. You shouldn't have to use fear or intimidation to get things done.
7. **Yell or lose their temper.** Hey, we all get frustrated and upset from time to time; that's normal. What's not normal is acting as though there's a correlation between the volume of your voice and the team's revenue figures.

Get Hired for Fit or Get Fired for Fit?

8. **Can't make a decision.** As a team leader, it's basically your job description to make the tough decisions; if a manager can't decide what's for lunch, let alone the direction the team or company should move in, there's a problem.
9. **Take credit for successes that aren't solely theirs.** Ever found out later that a boss took credit for your work or ideas? Yeah, it doesn't feel good at all. Don't do that.
10. **Blame the team for failures.** This is often the flip side of the manager who takes credit for the good: he blames everyone else for the mistakes and failures.
11. **Manage up.** The term "managing up" means that the person spends all their time trying to look good to *their* boss, at the detriment of their team. A good manager has everyone's interests at heart, not just her own.
12. **Never apologize or admit a mistake.** A great manager can admit when he is wrong; a terrible one never admits that he makes mistakes at all.
13. **Resist change.** Managers who never want to change how things are done can drag entire teams and companies down with their outmoded ideas or practices.
14. **Fail to provide recognition.** Maybe they don't steal credit for your accomplishments, but they never hand out a single pat on the back or "good job," either. This is terrible for team morale.
15. **Are unable to motivate the team.** These managers just never seem to get the best from employees and may see high turnover in their team.
16. **Go missing when there's work to be done.** These are the bosses seen mostly wandering around the office with a cup of tea, "managing" everyone. Yet they mysteriously disappear when there's actual work to be done.
17. **Seem unavailable when problems arise.** Characterized by the phrase, "Don't bring me problems, bring me solutions!" these bosses are unavailable to help an employee whenever problems arise.
18. **Lack vision.** When the leader lacks vision, the team lacks direction, and that can be incredibly frustrating as a team member.
19. **Don't mean what they say.** These bosses may praise you to your face, but you know in your heart that they don't mean it. You can't trust these managers at all.
20. **Have unrealistic expectations.** It's fine to set clear guidelines about what is expected of employees, but sometimes those expectations become entirely unrealistic. A good manager understands not only what is desirable, but what is possible.
21. **Only focused on work.** These managers wouldn't recognize the concept of work/life balance if it came and sat in their lap. They have no life outside of work and expect their employees to be the same.
22. **Tolerate mediocrity.** Nearly as bad as expecting the impossible is the manager who tolerates mediocrity or worse. If one team member can get away with anything while the others pull their weight, it's clearly going to cause resentment.
23. **Manipulate.** Managers who play one person off another, or dangle carrots and threaten sticks all the time aren't leading, they're manipulating.
24. **Have a vindictive streak.** Woe to the employee who disagrees with this manager; a terrible manager will make an employee "pay" for any perceived slight.
25. **Use humiliation and shame.** The very worst bosses will publicly humiliate or shame an employee as a motivational tactic — either for him or the rest of the team. And it never works.

If you recognized yourself in any of these behaviors, never fear! You can change and become a great leader. All it takes is a little self-knowledge and the desire to do so.

Get Hired for Fit or Get Fired for Fit?



JOHN CASEY & ASSOCIATES
Bringing people together for winning results.

For Follow Up Questions:

John Casey

john@jcaseyassociates.com

Cell: (469) 371-5370

Office: (972) 381-0259