



BEST BOSSSES

Being a great boss isn't easy. But the payoff is worth it—especially for those you manage. **By Lisa Horn, CAS**

Boss. Manager. Supervisor. However identified, those who manage employees have great power over the career and livelihood of their direct reports. Being a great boss creates employee satisfaction, improves overall retention and can overcome dissatisfaction with other job attributes.

While having a great boss is desirable, it's been a moot point for the last couple of years. Most employees have been thankful to have a job, regardless of the type of manager to which they report. But the tide is beginning to turn.

As the economy continues to rebound, more and more employees are considering quitting their current jobs in search of better opportunities. In fact, the Bureau of Labor Statistics reported in February that the number of employees voluntarily quitting surpassed the number being discharged or fired—a first since October 2008.

Right Management, a human resources consultancy, also came to the same conclusion. A poll conducted at the end of 2009 revealed that 60 percent of workers indicated they intend to leave their jobs once the market gets better. “The research is fairly alarming,” Michael Haid, senior vice president of Right Management, told *The Wall Street Journal* in “More Workers Start To Quit” on May 25. “The churn for companies could be very costly.”

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—Gordon Miller

He’s right. The average cost to replace a departed worker is nearly \$40,000, according to Gordon Miller, author of *The Career Coach: Winning Strategies for Getting Ahead in Today’s Job Market*. “Additionally, when dissatisfied peo-

ple leave for greener pastures, they also take unrecoverable intellectual capital, training investments and sometimes other employees,” he says.

While some employees may be unfulfilled with the job tasks or in search of higher salaries, issues with management are often the catalyst for employees to dust off resumes. And many companies don’t realize the impact bad bosses have on employee morale and productivity. “Most workers just don’t understand why their employer doesn’t do something about their lousy manager,” Miller says. “Consequently, they lose passion for their work and quickly slip into a mediocre performance level.”

But it doesn’t have to be this way. And for many promotional products professionals, it isn’t. “I wake up in the morning and almost never have the feeling of not wanting to go to work,” says Bert Ibarra, who reports to Peter Chin, president of Fontana, California, supplier Beyond Manufacturing International (UPIC: BMFG). “My job is fun, the people are fun and my boss is a pretty cool dude.”

Chad Edmonson feels the same way about his boss, Tim O’Boyle, general manager of Charlotte, North Carolina-based Timeplanner Calendars Inc./Journalbooks (UPIC: TIMEPLAN). “Tim is the type of person with whom you could spend eight



Allison Gower (center) makes things simple for her team at The Platform Group Gallery.

hours in a car or on an airplane and actually enjoy it," he says. "He is the kind of boss that asks how you're doing and he really wants to know the answer."

Being a good boss creates employee satisfaction, improves overall retention and can overcome dissatisfaction with other job attributes. So what constitutes a great boss?

Understand The Job

Being knowledgeable about all facets of the tasks your employees perform is fundamental to being a good boss. This not only confirms your authority, but it also builds trust that employees need to follow your lead.

Katie Lowe says one of her favorite parts of working for Greg Liebreich, vice president of sales for Portland, Oregon-based ShedRain Corp. (UPIC: SHEDRAIN), is his vast and extensive knowledge of the business. "Nothing can happen to me professionally that he has not done or experienced," she says. "He has a great way of telling his stories and lending advice without preaching. We all seek his advice, thoughts and expertise."

Goal setting is an important part of the job for Joyce Fletcher, who reports to John Bottone, vice president of sales for Plano, Texas-based Knock-Out Specialties, Inc. (UPIC: KNOCKOUT). "He provides all his employees with a goal workbook," she says. "He not only gives us the tools needed to learn about making/achieving goals, but he also takes time out of his schedule each week to work through the steps and answer any questions."

For Dawn Hays, one of the top lessons her boss, Mark Lynch, COO of Bellevue, Washington-based Sunrise Identity LLC (UPIC: Sunri635), has taught his team is the value of honesty. "The most important thing that Mark has pressed upon us is honesty—never lie to a client or vendor," she says. "He teaches that these people are our partners, and we need to treat them as such."

Get In The Trenches

Delegation is an important aspect of being an effective manager. But great bosses aren't afraid to get their hands dirty, and they never ask employees to do something they aren't willing to do themselves.

"Leading by example, Beth is not afraid to roll up her sleeves and jump in to get the job done," says Gina Sealey regarding her boss, Beth Greene, president of Atlanta, Georgia-based Capital Ideas, Inc. (UPIC: CAPI0002). "She is a hardworking and

Think You're A Good Boss?

IT DEPENDS ON WHAT YOU BELIEVE.

What separates the good bosses from the bad? It often comes down to what you believe, says Robert I. Sutton, author of *Good Boss, Bad Boss*, published last month.

He takes an evidence-based approach to the subject, only giving advice that has real proof of efficacy. "By adopting the habits of good bosses and shunning the sins of bad bosses, anyone can do a better job of overseeing the work of others," he writes. "[But] ... all the technique and behavior coaching in the world won't make a boss great if that boss doesn't also have a certain mindset."

The following is his list of 12 Things Good Bosses Believe, as published in his blog for *Harvard Business Review* (<http://blogs/hbr.org>). How many of these statements do you believe? And, consequently, how many of your direct reports truly believe you are a good boss?

1. "I have a flawed and incomplete understanding of what it feels like to work for me.
2. "My success—and that of my people—depends largely on being the master of obvious and mundane things, not on magical, obscure or breakthrough ideas or methods.
3. "Having ambitious and well-defined goals is important, but it is useless to think about them much. My job is to focus on the small wins that enable my people to make a little progress every day.
4. "One of the most important, and most difficult, parts of a job is to strike the delicate balance between being too assertive and not assertive enough.
5. "My job is to serve as a human shield, to protect my people from external intrusions, distractions and idiocy of every stripe—and to avoid imposing my own idiocy on them as well.
6. "I strive to be confident enough to convince people that I am in charge, but humble enough to realize that I am often going to be wrong.
7. "I am to fight as if I am right, and listen as if I am wrong—and to teach my people to do the same thing.
8. "One of the best tests of my leadership—and my organization—is 'what happens after people make a mistake?'
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.
10. "Bad is stronger than good. It is more important to eliminate the negative than to accentuate the positive.
11. "How I do things is as important as what I do.
12. "Because I wield power over others, I am at great risk of acting like an insensitive jerk—and not realizing it."



Beth Greene (left) at Capital Ideas sets an atmosphere of camaraderie, says Gina Sealey (right).

dedicated team player and everyone is always challenged to improve and to go above and beyond the call of duty.”

Tim Sito, president/owner of Indianapolis, Indiana-based Graphicon (UPIC: GRAPICON), is also involved in the daily activity of the company. “Tim involves himself in the day-to-day rather than

Great bosses assist when needed and then get out of the way to let employees get busy.

sitting back and letting the company run itself,” says Jessica Ibsen. “He’s doing artwork for orders, leading client meetings, going over invoices and statements, and even assisting in product suggestions, quotes and the occasional purchase order. He’s not an overseer; he’s one of the team.”

Cheryl Demarais has had similar experiences with her boss, Eric Beguelin, president/owner of Raleigh, North Carolina-based Regency Office Products (UPIC: regprint). “Eric is not just a delegator,” she says. “He gets in the trenches himself to show you the way. He makes you realize that success is a definite journey—one worth taking.”

While some bosses strive to be approachable and connect with staff, RIGHTSLEEVE Marketing Inc.’s (UPIC: RIGHT795) managing director Catherine Graham positions herself right in the middle of the action. “In an open concept office, she chose a desk that was within the center of the



Eric Beguelin at Regency Office Products surprises his team with unannounced awards.

regular hustle and bustle of the day instead of closing herself off in an office,” says a member of the Toronto, Ontario, distributor’s team.

Stay Out Of The Way

Just because great bosses get in the trenches doesn’t mean they must micromanage to be effective. In fact, it’s quite the opposite. Great bosses assist when needed and then get out of the way to let employees get busy.

Marie Young says Bob Kral, senior vice president of marketing for Iowa City, Iowa-based distributor Bankers Advertising Company (UPIC: BACADV), is no micromanager. “He believes that

people will do more and learn more when he allows them to do the job he hired them to do,” says Young, who until her husband was recently transferred out of the city, reported to Kral for four years. “He is excellent at providing direction and then giving you time to do your work.”



Marie Young appreciates the confidence Bob Kral had in her.

Dawn Hays says Mark Lynch, COO of Bellevue, Washington-based distributor Sunrise Identity LLC (UPIC: Sunri635), has a simple philosophy: do smart business. “He gives his team the freedom to do their jobs while creating new opportunities and solutions,” she says. “He requires us to be accountable for our work and our actions. He lets us be individuals while accomplishing team and company goals. His management style is a ‘winning together’ style. Be yourself by winning together.”

The best bosses also check their egos at the door. This quality along with others is what endears employees to Allison Gower, president and owner of Houston, Texas-based supplier The Platform Group Gallery (UPIC: PLATFORM). “Ego just doesn’t apply,” says Gower’s direct report Vicki Lake Naranjo. “Allison Gower embodies the next generation leader. She’s a beautiful soul who makes things simple, communicates simply and solves challenges without overthinking. Employees really care about her.”

The Best Bosses In The Promotional Products Industry

PPB recently asked readers to let us know who are the best bosses in our industry. Considering the difficult economic year we've just been through and the stresses it placed on companies and relationships, we weren't sure how many people would still be praising their bosses. So, we were really surprised by the landslide of responses from readers who said their bosses made coming to work each day a true joy. Many praised their bosses for creating an environment where people were trusted, encouraged, empowered and rewarded, not necessarily monetarily, but with things that money can't buy.

The bosses who make the biggest impressions with subordinates are those who regularly demonstrate these practices according to *PPB* readers:

- Leads by example
- Creates an environment of collaboration through good listening
- Manages through empowerment; doesn't micromanage, allows me to learn through my own mistakes
- Acts as a mentor; looks for the potential in all and encourages success
- Challenges me with new projects and opportunities
- Communicates good news and bad news effectively
- Celebrates successes
- Embraces education, new technologies and out-of-the-box thinking
- Promotes a work environment with balance between work and personal/family life
- Advocates social responsibility, volunteerism, community and/or industry commitment
- Is a creative problem-solver
- Coaches me without taking over
- Provides on-going performance coaching
- Doesn't begrudge me my earnings, bonuses or raises

The following 63 individuals were nominated by their direct reports and selected by PPAI staff as the 2010 *PPB* Best Bosses. Congratulations to all!

Brian Abrams, Corporate Imaging Concepts, Inc.
Raman Agarnal, Akran Marketing
Brad Akers, Tip-Top Branding, LLC
Adam Alfia, WOW! Branded Personal Assistance
Becky Beck, You Name It Specialties, Inc.
Gary Biron, MAS, Geiger
John Bottone, Knock-Out Specialties, Inc.
Chris Bradley, Fundcraft Publishing
Eric Beguelin, Regency Office Products
Peter Chin, Beyond Manufacturing International
Dan Collins, Adventure Products
Chris D'Agnese, Inkhead Promotions

Doug Dobbe, Strategies Ltd.
Allen Dohan, The Allen Company
Deborah Dunn-Chipouras, Martha Weems, Ltd.
Jody Ferrer, The Perfect Promotion
Jim Franklyn, Inkhead Promotions
Steve Gelernter, Polyconcepts USA, Inc.
Barry Glucksmann, Amcraft
Allison Gower, The Platform Group Gallery
Catherine Graham, RIGHTSLEEVE Marketing, Inc.
Beth Greene, Capital Ideas, Inc.
Doug Greenhut, The Book Company
Peter Hirsch, CAS, Hirsch Gift, Inc.
Steve Josephson, Traffic Works, Inc.
Memo Kahan, PromoShop, Inc.
SteAve Keith, Global Product Sourcing, Inc.
Bob Kral, Bankers Advertising Company
Ken Kravitz, Commotion Promotions Ltd.
Walter Kurt, Three K Consultants, Inc.
Bill Lazarus, MAS, Promotional Breezes, Inc.
Greg Liebreich, ShedRain
Marsha Londe, Tango Partners
Mark Lynch, Sunrise Identity LLC
Jim Malkus, Indoff, Inc.
Michele Michelsen, Dard Products, Inc.
 (Tag-Master Line)
Teresa Moisant, MAS, Moisant Promotional Products
Pam Myers, formerly of Visstun/Digispec
Craig Nadel, Jack Nadel International
David Natinsky, SAGE
Tim O'Boyle, Timeplanner Calendars, Inc.
Karen Pelletier, CAS, Sun Graphics/Geiger
Kevin Peska, Newton Manufacturing Co.
Devin Piscitelli, Aakron Rule Corp.
Mike Pusateri, Pacesetter Awards Co.
Dave Regan, CAS, The Vernon Company
Ken Reinstrom, Professional Gifting
Billie Reise, Incentive Concepts
Dave Roberts, Power Sales and Advertising
Danielle Robillard, Aakron Rule Corp.
Ginny Semrow, American Ad Bag Co.
Timothy Sito, Graphicon
Fred Snyder, MAS, Geiger
Jim Southwick, Southwick Specialty Advertising, Inc.
Andrew Spellman, TRG Group
Alan Tabasky, Bel Promo
Patty Turney, MAS, Augusta Marketing Products, Inc.
Dan Tushar, SanMar
Kevin Ulbert, Great American Products, Inc.
Alan Vaught, Evans Manufacturing, Inc.
Dan Webb, Webb Collection
Kevin Wicks, Norwood Promotional Products
Dana Zezzo, CAS, Pro Towels, Inc.

Communicate Effectively—And Listen

Communication is an essential component to any business, and how bosses not only speak with their employees but also listen to what they have to say often dictates success. Gary Biron, MAS, marketing and supplier relations manager for Lewiston, Maine-based Geiger (UPIC: geiger), supervises six employees across three states, which typically makes interoffice communication even more challenging.

“Gary is a strong believer in communication and meets with us not only individually each week to talk about projects, problems and other updates but also together as a team so we continue to work effectively together,” is the sentiment echoed by several in Geiger’s marketing and supplier relations team including Becky Blair, MAS; Janice Hadfield, CAS; Lynne Dobransky, CAS; Donna Ponte, Gina Beggs, CAS; and Jeffrey Geiger. “The weekly video conference calls help us stay connected and communicate what we are working on while also ‘seeing’ one another.”



John Bottone, the much-appreciated vice president of sales for Knock-Out Specialties, Inc.



Remember Your Boss On October 16

Score points with your boss by remembering him or her on National Boss Day. This year the annual date, October 16, falls on a Saturday so it will be observed on Friday, October 15. National Boss Day was started in 1958 when Patricia Bays Haroski, an employee at State Farm Insurance Company, registered the holiday with the Chamber of Commerce of the United States. Whether you bring a gift, take your boss to lunch or just stop in and say thank you—your thoughtfulness is sure to be noticed and remembered.

Fred Snyder, MAS, Geiger’s vice president of sales, east region, is also a proficient communicator, says Lorryne Mancari, MAS. “What is cool about Fred’s style is his ability to listen to what I say—actually hearing me and not trying to direct the conversation. He is calm in the face of crisis, yet firm in his final decisions, but always with my input. He knows when to nurture and when to ask for more. He is always fair and is someone who can ‘walk the walk, and talk the talk.’”

Don’t Punish Mistakes

Mistakes are an inevitable part of business—and life. And while no manager would encourage errors to be made, it is more valuable to use mistakes to teach lessons than as a basis for punishment.

“When there is a mistake made, John gives positive encouragement instead of chewing us out,” says Joyce Fletcher about John Bottone at Knock-Out Specialties, Inc. “He shows us what was wrong and how to handle it in the future.”

Bob Martin of Appleton, Wisconsin, distributor Strategies, Ltd. (UPIC: STRATGS) says his boss, President Doug Dobbe, is always willing to work for a solution when a problem arises. “One of my favorite quotes from my boss is, ‘Hurried work is worried work, and worried work is not a job well done.’”

Young says that Bankers Advertising’s Kral doesn’t see problems, only opportunities. “He likes to hear your ideas and test them out,” she says. “If they fail, his philosophy is always that we learn from it.”

And while Peter Hirsch, CAS, president of Houston, Texas-based Hirsch Gift, Inc., (UPIC: HIRGIFT), may “push his employees to be the best we can be,” says Robert De Veau, national sales manager, “he doesn’t point fingers or place blame. Instead, he asks what we learned from it and how we can prevent doing it again, turning it into a teachable moment.”

Create An Environment For Success

The adage “Success Breeds Success” is true, and great bosses understand how to create the right kind of environment to cultivate success. Geiger’s Biron empowers his team to do their jobs by giving them the resources needed, such as education, technology tools and the authority to make decisions.

“Gary has a real talent for knowing people’s

strengths and giving the right projects to the right people,” says Blair. “He doesn’t pretend to have all the answers or that he’s always right; instead, he is a humble man who is concerned about the big picture.”

Janet McMaster, MAS, says that her boss, Fred Snyder, MAS, is known for saying that he doesn’t motivate people. Rather, he creates an environment where motivated people can succeed. “Whenever I find myself in a challenging position or unsure of a resolution, I never hesitate to turn to him,” she says. “Rather than just telling me what to do, he asks me what I think some appropriate options are and we walk through it—together.”

Bob Kral does the same for his employees. “Bob targets one’s strengths and plays them up,” says Marie Young. “He sets his employees up for success and then rewards them for it. In Bob’s world, he is not successful until you are. I always say that Bob gave me the confidence in myself to succeed.”

Trust and encouragement are also huge factors in the boss/subordinate equation. Tara Keckeisen of Traffic Works, Inc. (UPIC: Traffic), a Huntington Park, California, supplier, recently witnessed a confidence-building situation deftly handled by her boss, company president Steve Josephson. “Before he left for a tradeshow he called a meeting with everyone to go over a [critical] project [we would be working on during his absence]. The project could potentially be extremely stressful, and I know some of the people in the room were nervous. Steve just went through the meeting with ease and humor. He then ended with, ‘I know you all can do it!’ Right then and there everyone was stress free and we took on the project and made him so proud so he could go and sell, sell, sell at the tradeshow.”

Show Appreciation And Reward Achievement

What is one of the simplest—and often overlooked—thing that makes good bosses great? Telling employees “thank you” for all their hard work.

When De Veau joined Hirsch Gift to work for Hirsch, he says he was a “seasoned” employee who had experienced a number of bosses throughout the years. “The first thing that struck me about Peter is that he would say ‘thank you’ every night when I would leave,” he recalls. “It sounds so simple, but I have never

had a boss thank me for coming to work and doing my job. Those two little words make me feel as if I have contributed something significant to the company and, no matter what had gone on during the day, I am appreciated. Seven years later, he still says ‘thank you’ at the end of the day, and it makes me proud to call him my boss.”

Regency Office Products’ Demarais says it’s not unusual for her boss to have a \$20, \$50 or

Showing appreciation sometimes goes beyond just celebrating success. The best bosses truly care about their people and what’s important to them.

\$100 in his pocket for unannounced rewards. “He walks through the corporate office handing out bonuses to each employee as a thank-you for a job well done,” she says. “He has a way of making you want to do your job, and you leave the office with a sense of accomplishment.”

“While it is nice to be awarded monetarily for a job well done, Beth [Greene] always lets me know that I am appreciated,” says Capital Ideas’ Sealey. “She creates a synergy so that each of us are personally invested in the company. The atmosphere is one of camaraderie where we celebrate each other’s success.”

Knock-Out Specialties’ Bottone is also one to regularly celebrate success. He not only sets aside time to thank outstanding employees but also encourages peer-to-peer recognition. “In our weekly staff meeting, he opens the meeting with ‘way to go’ where employees praise each other for jobs well done or for helping each other out,” says Fletcher.

At the end of each week, Andrew Spellman, vice president corporate markets for St. Louis, Missouri-based TRG Group (UPIC: TRG), encourages his team to identify the best thing that happened to them during the week. “He always finds something positive in any situation,” says Janet Jones. “The glass is always half full from his perspective.”

Showing appreciation sometimes goes beyond just celebrating success. The best bosses truly care about their people and what’s important to



SanMar's Joe Pellegrini fondly remembers the rainy night when his boss, Dan Tushar (right), delayed his trip home to watch Joe's son play football.

them. Joe Pellegrini of Preston, Washington-based supplier SanMar (UPIC: Snmr) says he was especially impressed with the actions of his boss, Dan Tushar, vice president of sales. "Once, after a long week of sales meetings in Irvine, he was supposed to go home. Even though it was raining, he changed his flight to go home the next day so he could stay and watch my son play in the California state championship football game,"

says Pellegrini. "He treats everyone as through we are part of his own family."

Boost Boss Performance

If your employees were asked if you're a great boss—and you're not around to hear the answer—what would they say? If you think you may not be the best boss, what can be done now to improve performance?

Bruce Tulgen, business advisor, management trainer and author of *It's Okay To Be The Boss*, says managers must concentrate on supervisory basics. "They must start having conversations about the work so that they are helpful, provide support, guidance and direction, spell out expectations upfront in advance and every step of the way so that people know exactly what is expected of them," he says. "Your direct reports must understand what it looks like to do their jobs better, what goals they are expected to accomplish or guidelines they are expected to stay within, what timelines must be met, and

"You're not doing direct reports any favors by letting them fail, by pretending that things are going better than they are, or by letting small things slide because the little secret that anyone with any experience knows is that small problems almost always turn into bigger problems."

—Bruce Tulgen

what's up to them and what's not. This is the first and foremost responsibility of any manager."

Additionally, Tulgen says it is imperative to not pretend things are going well when they are clearly not. Instead, give employees regular and candid feedback about their performance. "You're not doing direct reports any favors by letting them fail, by pretending that things are going better than they are, or by letting small things slide because the little secret that anyone with any experience knows is that small problems almost always turn into bigger problems."

To accomplish this, Tulgen recommends having a regular, structured dialogue with every person you manage to make sure he or she understands expectations clearly and exactly what his or her obligations are today, tomorrow and next week.

Also, don't only talk with employees when a question comes up or a problem arises. With this kind of communication, the only time your people hear from you—or you hear from them—is when there is bad news to share or because something is going wrong.

"Having an 'open door policy' sounds really good, but what it means is that you interrupt each other with all kinds of routine discussions," he says. "Rather than having all of your conversations off the cuff or unplanned, schedule them so that you can both prepare and get the most out of every time you talk."

Additionally, when management conversations are not organized, they don't focus on performance closely enough nor are they candid or meaningful. "The best way to make conversations candidly meaningful and useful is to use descriptive language," Tulgen says. "Don't tell employees their work is sloppy; tell them exactly which I's they didn't dot and T's they didn't cross. Don't say they're too slow; tell them which tasks took too long and how to do those tasks more quickly. Don't tell someone that his or her attitude is bad; explain that when curse words are spoken in a loud voice that there are negative business affects. This kind of brief, simple, clear business-like communication is the most valuable thing any manager can do for his or her direct reports."

Spend Time Managing


Managing a staff takes time, and it's hard work. But it's imperative that those in supervisory roles

proactively spend the necessary time with their team so tasks are done right and on deadline.

But many supervisors say that managing their employees is a full-time job on top of their own full-time responsibilities. As a result, many bosses put off the business of managing until “something happens,” saying they simply don’t have time to do both. “This is a significant challenge that a lot of managers say,” Tulgen says. “But I believe that managers don’t have time not to do it.”

In fact, Tulgen says that supervisors who think they don’t have time to manage end up spending more time than anyone else managing because they are either in crisis mode, solving problems that never had to happen in the first place or have been having conversations with employees about everything under the sun instead of talking in brief, straight, clear terms about the work.

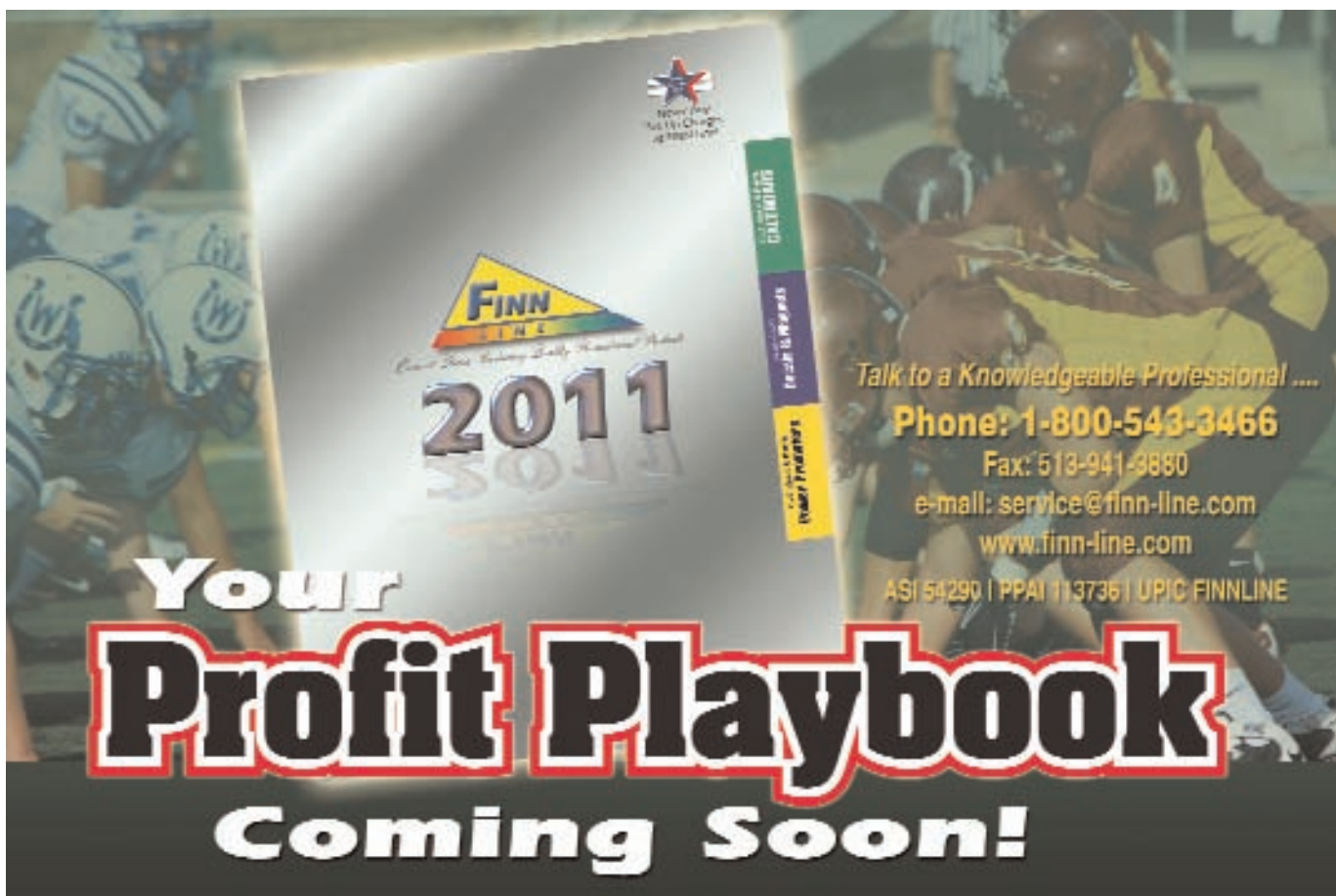
“It’s a lot harder to put out a forest fire then to prevent one,” he says. “If you avoid your management responsibilities continually until something

goes wrong, it takes much more time to solve the problem than it would have taken in advance to avoid the problem.” 

“Don’t tell employees their work is sloppy; tell them exactly which I’s they didn’t dot and T’s they didn’t cross. Don’t say they’re too slow; tell them which tasks took too long and how to do those tasks more quickly.”

—Bruce Tulgen

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