

Simone Janson (ed.)



# Become & Stay a Boss

From Colleague to Superior. Basics of Leadership, Motivation & Modern Personnel Management. How to be a Manager & Stay Successful at the Top in the Long Term?

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# Table of Contents

## Imprint

Introduction: Information, Experiences of Success, Inspiration - you'll find all that in this Book

Achieve Goals Interactively: Awards, Press Reviews, Customer Feedback  
Your Benefit in concrete Terms: Content, Organization and Structure of the Book

Information as desired with Membership Discounts, eCourses, Workbooks,  
and custom, individual eBooks

Successfully use the AI Extension to the Book for your Goals and to make Money

Experience Success and Inspiration: Discover your Way and support Sustainability

Employee motivation for managers: boss as driver // By Michael Hübler

Employee Disloyalty: What to Do Against Loyalty Conflicts? // By Anne M. Schüller

Modern leadership and work: 15 tips for managers // By Jennifer Dühnfort

Healthy Leading and Communicating: 5 Tips for Leadership Hierarchies // By Angela Dietz

Employee motivation and confidence increase performance: 2 Times 8 Leadership Tips // By Hartmut Laufer

Leadership Myth Charisma - 5 Tips: Can you train charisma? // By Uli Groneick

Leadership through Systemic Moderation: 6 tips for successful questions! // By Michaela Stach

Salary of women: 4 theses on women in leadership positions // By Simone Janson

Good Leader - 5 Features: The Leadership 1 × 1 // By Dr. Job

Quality Management: 7 Tips for Better Leadership // By Fiona Elsa Dent, Vicki Holton

Leadership - Learning to be Authentic and Sympathetic: The Paradox of Impact // By Michael Moesslang

From employee to supervisor: Suddenly boss - 7 tips // By Jürgen W. Goldfuß

Reputation of CEOs and executives as a customer magnet: 7 boosts sales losses // By Sereina Schmidt

Conclusion: How to expand your Knowledge and Experience with interactive AI and discounted Add-on offers for free.

## Authors Overview

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[Profound Expert Knowledge, Quality Assurance and AI: The Concept of Publisher  
of the Year Best of HR - Berufebilder.de®](#)  
[Appendix: Tips and Prompts for using the AI Extensions](#)

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# **Introduction: Information, Experiences of Success, Inspiration - you'll find all that in this Book**

Dear readers,

glad we could convince you of the 4th, significantly extended edition, like thousands of readers before. Because this book makes your success tangible: In the following pages, you will not only encounter expert knowledge, but also a wealth of practical tools and resources that can help you achieve your goals and realize your full potential.

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# **Employee motivation for managers: boss as driver**

## ***// By Michael Hübler***

Leading is not just motivating. Driving is also driving. Despite all understanding of the needs of employees, executives must be able to cope with unpleasantness.

### **Acting as part-human**

It is especially in the role of the driver that it is pleasant not to feel as a whole human being, but to act out of this single role, so to speak, as a part-man. This protects you against all too personal attacks.

After all, it is your role where you have to do a specific task, just as it is the role of the employees to meet the expectations of the company, as long as they are realistic and reasonable.

### **How does the good contact with the employees remain?**

Is the question left open as to how to stay in good contact with your employees, despite the impostor role? Here is the theory of the inner team. Roughly speaking, Schulz von Thun assumes that we do not consist of a single, unified person, but on the contrary, many small individual shares.

If you've done the exercise in the previous tip, you'll know what it's all about: worst of all, an inner turmoil - at best, a strong inner football team with your ego as a coach.

### **The inside team**

The idea of the Inner Team gives us the opportunity to think about who else should be present in addition to your impulse to make criticism and feedback more compatible.

This share, we call it the Talentsucher, might have the task of finding out, in his opposite, one of the functions of the team management system, a system for the establishment of success teams:

- The visionary develops new ideas for innovation.
- The developer ensures the implementation of the ideas.
- The consultant follows and informs.
- The organizer pays attention to appointments and an effective schedule.
- The translator is looking for the best ideas and makes decisions so that production can begin.
- The inspector pays attention to the quality and goodness of the ideas.
- The stabilizer keeps the team together.

- The promoter sells the new ideas.

Often, expectations that an employee can not or can not fulfill at all due to his or her personality structure lead to disappointments and criticism. As a rule, however, even the most unreliable employee has a talent for at least one of the roles mentioned above.

### **Example: Unmotivated or unsafe**

In the team meetings is repeatedly reminded that Mr. Meier contributes so little to the discussion. The first hypothesis in space is without being pronounced: it is unmotivated. Moreover, it happens that he does not subsequently implement resolutions as planned. Only the whole picture makes it clear that Mr. Meier only has a problem with discussions with more than three participants. It is difficult for him to express his opinion as well as the others and above all to defend it.

A look into the rest of his working life shows that Mr. Meier is an excellent developer who prefers to develop and improve products in the back room. In order to better integrate his ideas into the team, his manager decides to give him a benevolent, understanding counterpart. Mr Meier now has the task of bringing Mr Müller up to date with the latest developments in the team meetings so that they can find their way into the team.

### **The visionary**

For executives, two roles of the team management system still have a special meaning: controller and visionary.

As a visionary, you have the task of keeping the vision high and constantly pushing new ideas forward. The what and why designates the normative to-reach and remains as a rule until it is achieved. The How designates the way. Only here does the real creativity of the employees begin. The path can change. It can be longer. There can be hurdles. Or the means of movement change.

### **The controller**

A checker must put his finger in the wound. He has to take it that no one likes him. Between the task of being a supervisor at the service of the company and the empathy for employee interests is, as often, a narrow degree.

Both must be present if you want to act credibly and motivatively at the same time as a leader. We will see later how important confidence is. But from time to time it also takes control so as not to be arbitrary. If you lose sight of the employees' interests, you also lose the bond to them and thus also the access to the motivation.