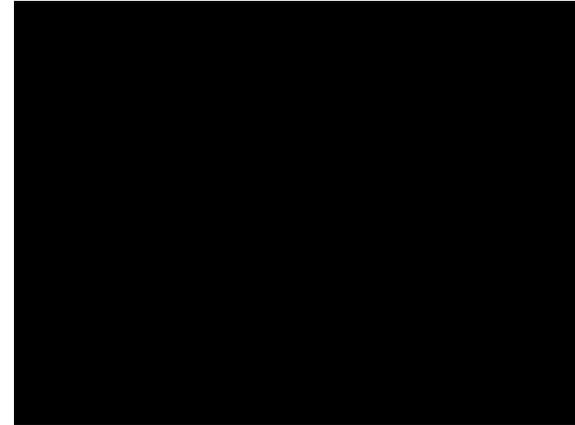




UNBOSS YOUR
LEADERSHIP TO IGNITE
MOTIVATION IN
OTHERS



Wake Forest University
School of Business

 Allegacy Center for Leadership and Character

Patrick J. Sweeney, Ph.D.
Professor of the Practice of Management
Executive Director,
Allegacy Center for Leadership & Character

The Unboss Movement

- **Paradigm shift** is needed to lead a diverse and globally connected workforce and societies
- Younger generations are **looking for meaning** in their work lives, they want to **enjoy** their work, and they want opportunities to **develop**
- Organizations need to focus on **adding value for all stakeholders**
- **Grassroot communities** encourage innovation, solve complex problems, and create products that enhance the world
- Jacob Botter & Lars Kolind put together the online book entitled, “Unboss” to start the **global movement** in May 2012



Definition of Leadership

“Is a **process of influencing** people by providing purpose, direction, and motivation to accomplish the mission and **improve the organization.**”

Army Doctrine Reference Publication 6-22



Unboss Mindset

- All stakeholders are **partners/leaders** and through enabling empowerment and collaboration, the team or organization will succeed while adding value to all
- Formal leaders are **selfless stewards** who establish goals, facilitate collaboration, reduce obstacles, and focus on developing people and the team or organization



Unboss Leadership Philosophy

- **People** are the heart and soul of a team or organization
- **Values** serve to unite people and align behavior
- People desire to have their work contribute to a **worthy purpose**
- All members of the organization and external stakeholders are **partners** who have the potential to exercise leadership
- Providing people the **freedom to do their job** enhances both motivation and creativity
- Conducting meaningful work within a values framework and being inclusive and collaborative, facilitates the development of **trusting relationships**
- People have an internal drive to **develop their potential**



Unboss and Motivation: Self-Determination Theory



Purpose – Your need to engage in activities that realize your individual **reason for being** and also **contribute to a cause** greater than yourself

Autonomy – Your need to have some choice in “**what**” task you work on, “**how**” you complete the task, and potentially with “**whom**” you will partner

Mastery – Your need to **improve skills**, enhance your **abilities to adapt**, and develop your **potential**

Connection – Your need to have **meaningful relationships** based on trust and respect

Unboss Leader Behaviors



- Provide people **clear goals** and the “**why**”
- Role **model** collaborative and values-based behavior
- Ensure all stakeholders are **included** in decisions, if possible
- Encourage and be open to **new ideas**
- Engage in **transparent communication**
- Provide people the **autonomy** to figure out the “how”
- Engage in **developmental accountability** to promote team members’ success and learning

Unboss Leader Behaviors

- **Support people** by:
 - ✓ Providing training
 - ✓ Assisting in reducing obstacles
 - ✓ Coaching and mentoring
- **Link people's work** to the organization's purpose and goals
- Put people's, team's, or organization's needs and interest before your own – be **selfless**
- Demonstrate **care** for teammates' and stakeholders' well-being



Setting the Conditions for Unboss: The Process of Transformation

- Ensure the organization's **values** highlight the importance of collaboration, innovation, empowerment, and people
- Clarify, communicate, and reinforce the organization's **purpose**
- Ensure **leaders model** the organization's values and unboss leader behavior
- Delegate decision authority to the **lowest level**
- Ensure leaders create **psychologically safe climate** within teams and the organization
- Assess members' perceptions of empowerment, trust, psychological safety, and purpose and **report results**
- Ensure all stakeholders are experiencing **added value**



Setting the Conditions for Unboss: The Process of Transformation

- Review policies, procedures, practices, processes, systems and structure (P4S2s) to ensure they reflect the core values
 - ✓ Processes are **empowering, inclusive,** and **collaborative**
 - ✓ Training system provides **all members** developmental opportunities
 - ✓ Performance management and compensation systems encourage **collaboration**
 - ✓ Policies and procedures promote **flexibility, initiative, innovation, collaboration, learning,** and **network** communication
 - ✓ Learning system uses **mistakes as opportunities** to learn and grow
 - ✓ Structure is **flattened** as much as possible
 - ✓ P4S2s treat people as **valued** and **respected** partners



Setting the Conditions for Unboss: The Process of Transformation

- **Recognize** and **reward** innovation, collaboration, empowerment, and transparent communication
- Highlight how the organization's **performance contributes** to its purpose and adds value to all stakeholders
- **Tell stories** about unbossed leaders and successes achieved
- **Recruit, select,** and **promote** people who demonstrate the unbossed mindset and behaviors
- **Invite people off the team** who do not engage in unbossed behavior
- Encourage people to include unbossed in their **leadership philosophies**
- Maintain unbossed leadership style in **crisis situations**



The Unboss: The Movement

- Encourages organizations and communities to strive to **do good for all stakeholders**
- Enables **networks of grassroots communities** to create products and solve problems
- Promotes **collaboration** within and between communities by viewing all members as leaders and stakeholders
- Encourages **selfless leadership** within communities
- Taps into the **collective wisdom** of communities
- Promotes a **global mindset**

