

The Bossy Dilemma for Leadership: When Taking Control Gets Out of Control

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The B-word

- Have you ever worked with someone you would consider bossy?
- Have *you* ever been called bossy at work?
- If you've had a bossy coworker, what made them bossy?
- How would you define 'bossy'?



BAN BOSSY

LEADERSHIP TIPS SHARE #BANBOSSY THINGS WE ♥ STORE PARTNERS

LEAN IN girl scouts

When a little boy asserts himself, he's called a "leader." Yet when a little girl does the same, she risks being branded "bossy." Words like bossy send a message: don't raise your hand or speak up. By middle school, girls are less interested in leading than boys—a trend that continues into adulthood. Together we can encourage girls to lead.



Pledge to Ban Bossy.

 I will #banbossy 





You may call me Bossy

I prefer assertive,
direct, self assured,
confident, driven, a
clear communicator

A future leader

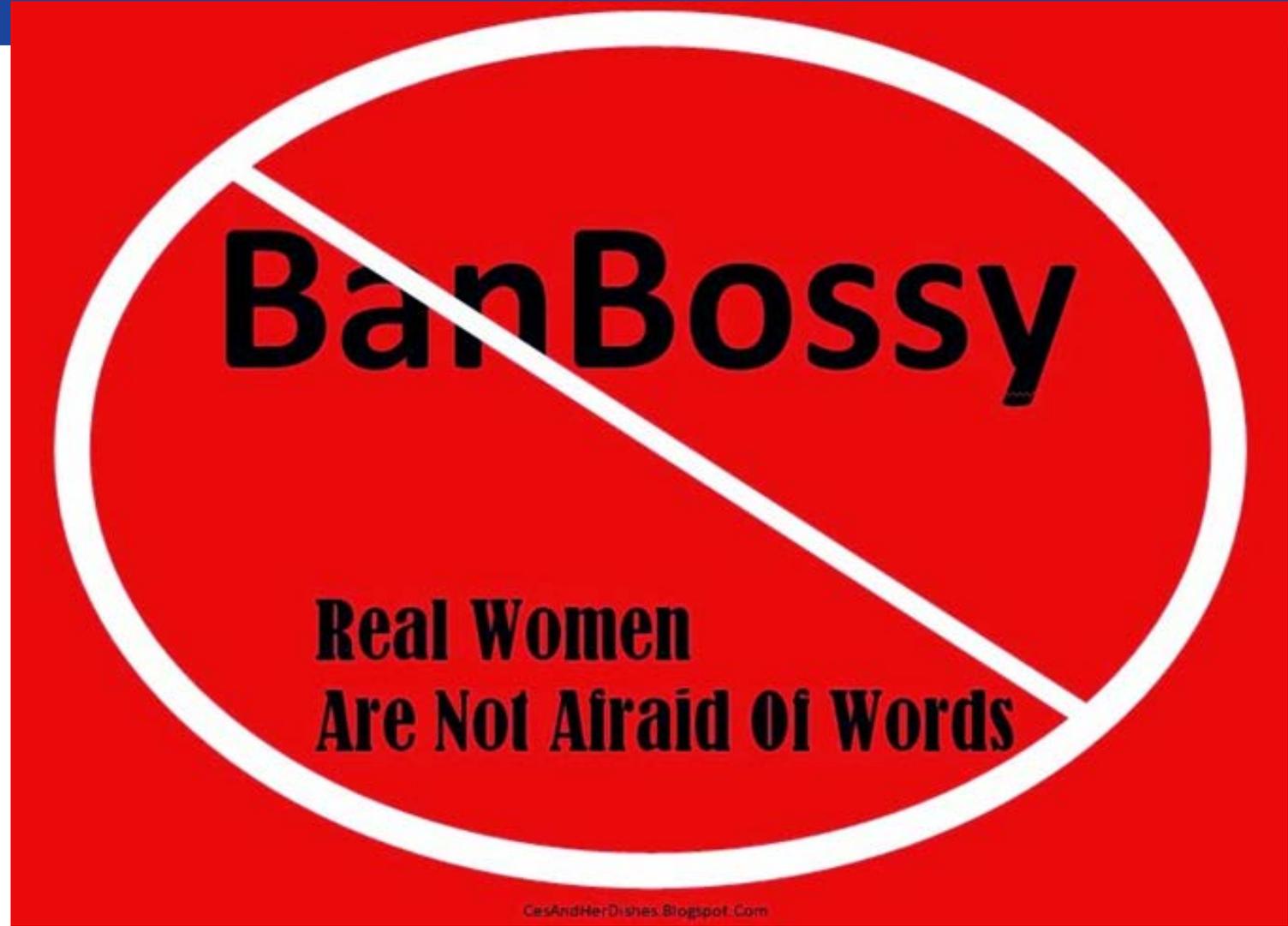


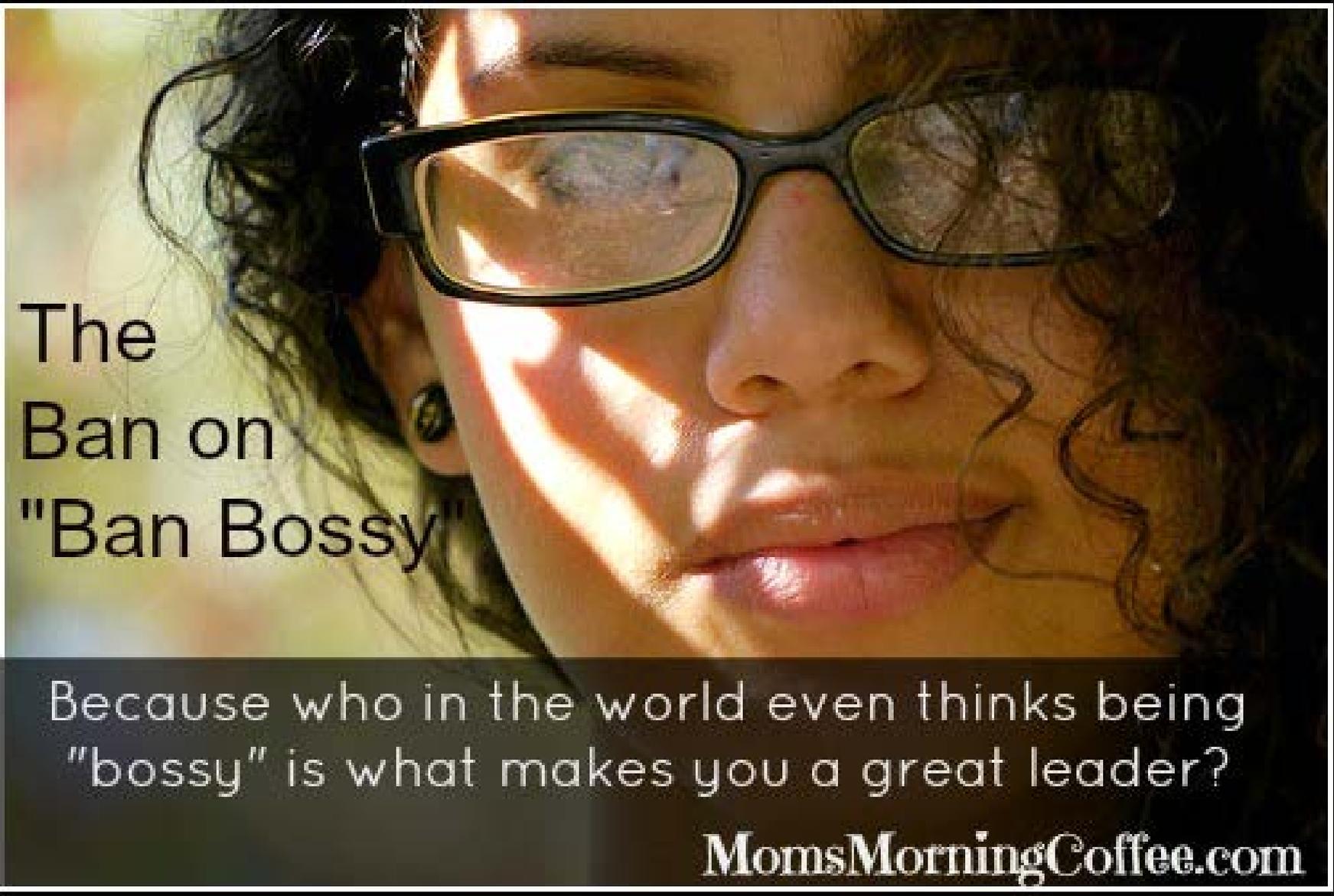


HELLO GOVERNMENT?

**IM NOT BOSSY, I DEMAND YOU
BAN PEOPLE FROM USING THAT WORD!**





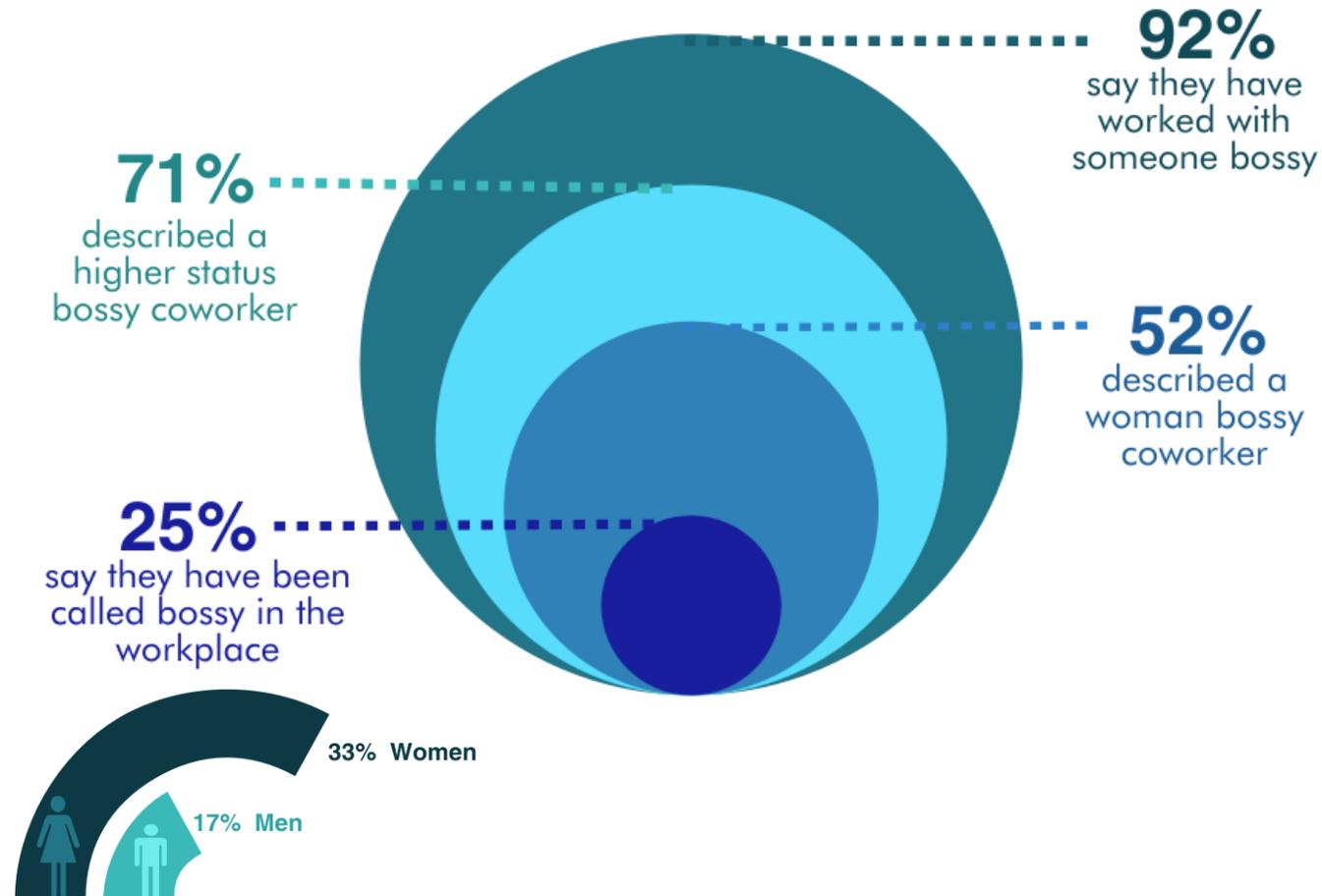


The Ban on "Ban Bossy"

Because who in the world even thinks being
"bossy" is what makes you a great leader?

MomsMorningCoffee.com

Is Bossiness a Problem in the Workplace?



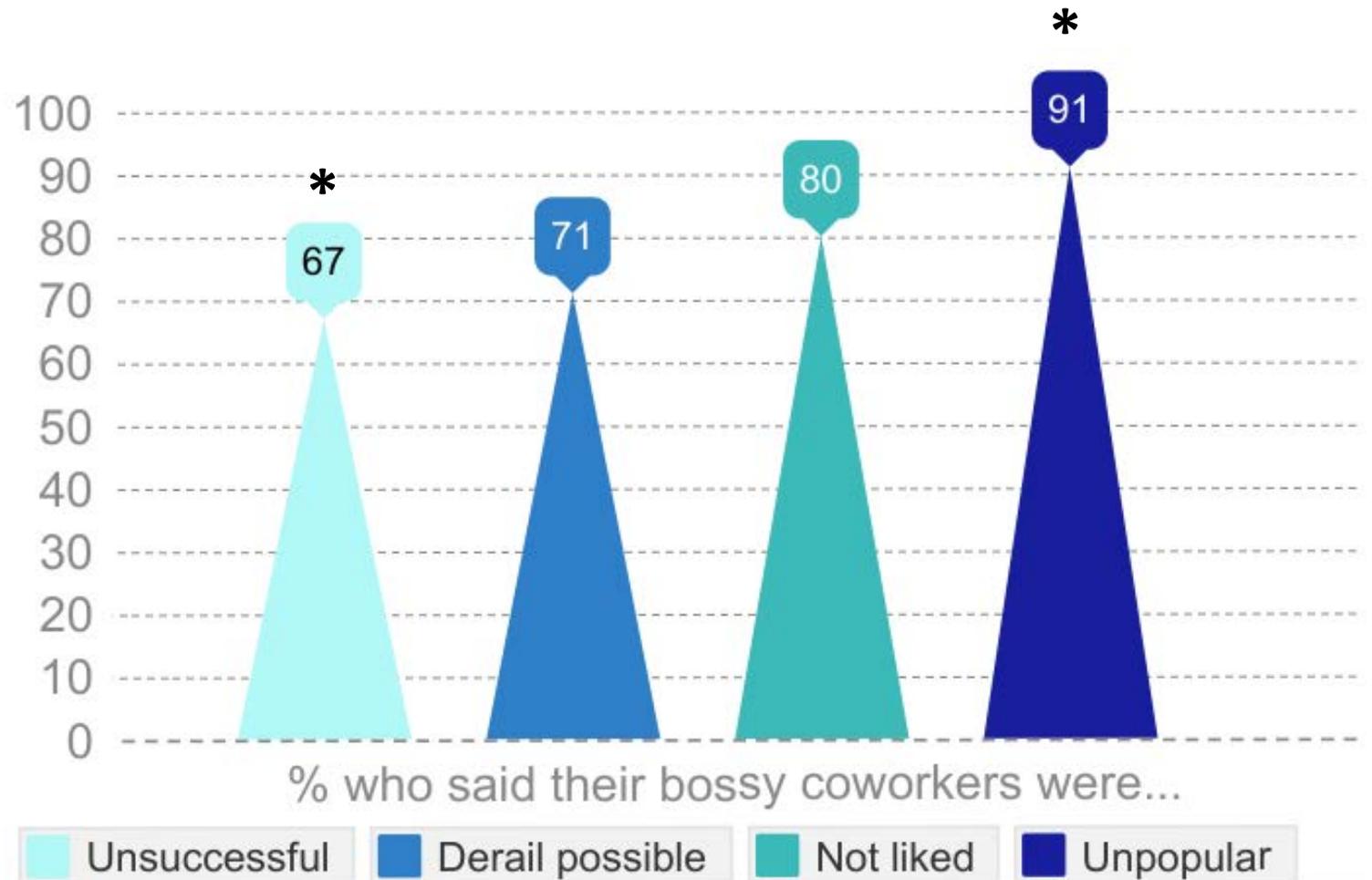
“Typically micromanaged and gave direction in order to assert their level authority.”

“Told me what I had to do. Did not stop talking to ask or listen for feedback. Gave a hard deadline for results without feedback for a reality check.”

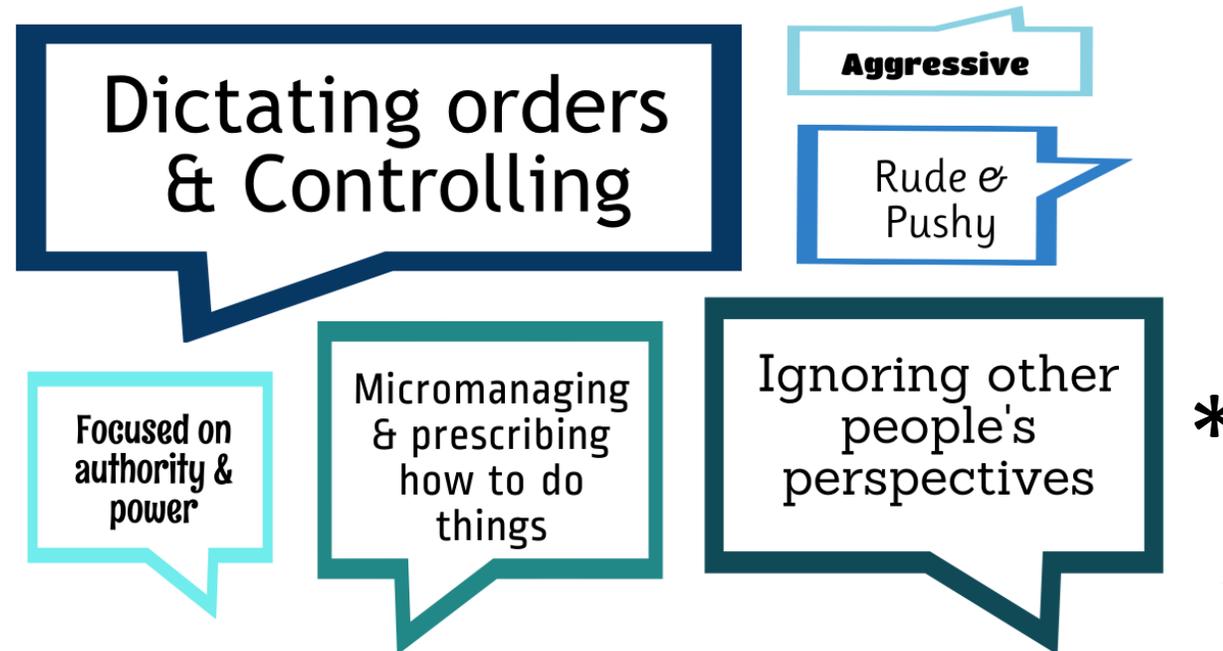
“He wanted something done his way and would not listen to other perspectives. Raised tone of voice. Cut off others when they were speaking. Didn't seek to understand.”

“Team leader - had the plan, must be performed his way, rarely accepted input from others. We reached our production goals, but with average success instead of harnessing the potential of the team.”

“Was not open to discussion of the possible outcomes, and as a result the task failed. It was the attitude that other points of view held no value and that any concerns were not important. This person was more interested in their own voice than the outcomes.”



Six Key Indicators of Bossiness in the Workplace



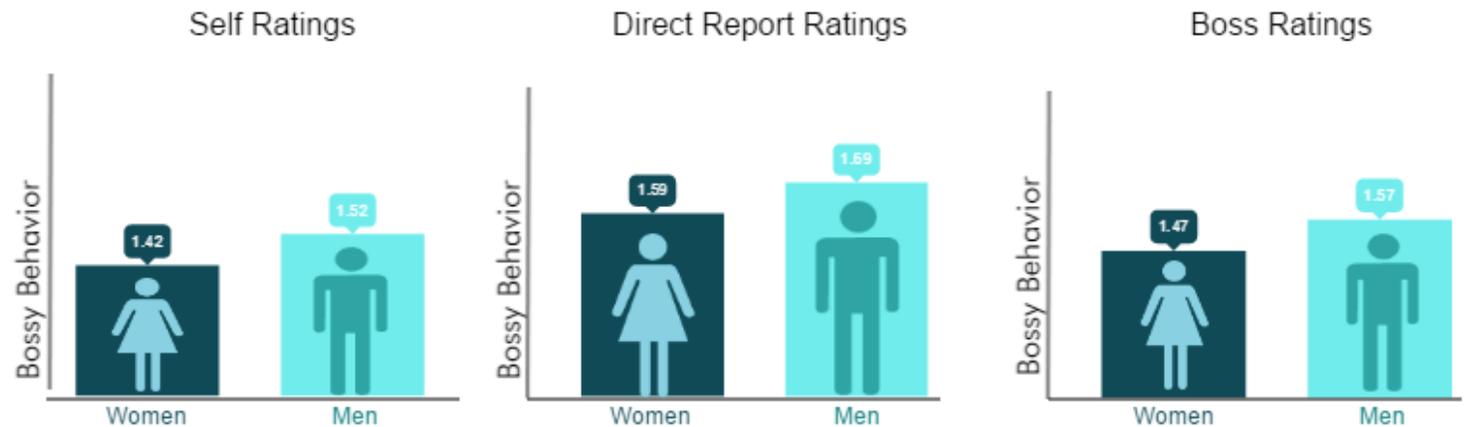
No one said bossy meant assertive.

Exploring CCL's Leadership Database

- 360 “BENCHMARKS” multi-source instrument
- 100,968 leaders (between 1993-2013)

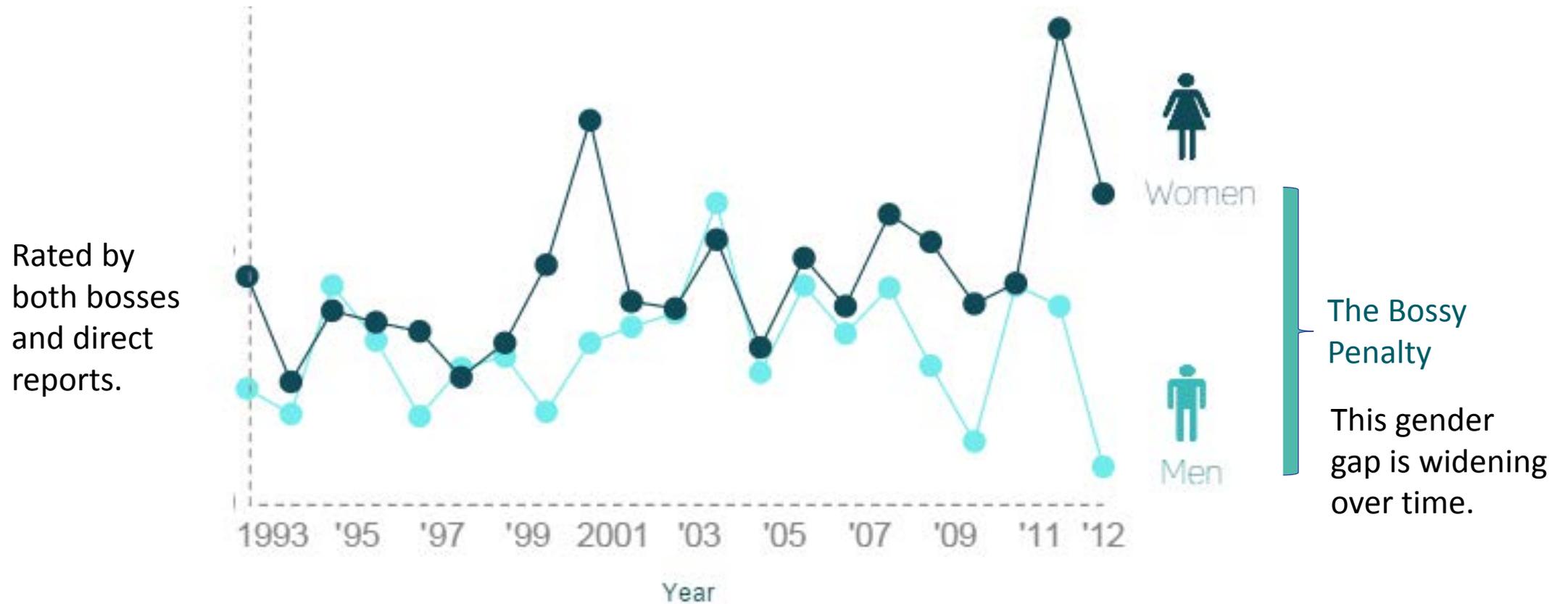
Archival Items*:

- “Is arrogant”
- “devalues the contributions of others”
- “adopts a bullying style under stress”



* Interpersonal problems with people

Predicting unpromotability over time



So Should We “Ban Bossy”?



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Discussion

Are you surprised by any of these findings?

What do these results suggest when it comes to diversity initiatives and/or developing women leaders?

What can we do to keep leaders from being bossy? (and/or from being seen as bossy?)

Tips for being the boss without being bossy

- Realize the difference between *intention* and *impact*.
- Get good at *feedback*.
 - Ask for feedback.
 - Be aware of how you give women feedback.
- Ask questions, listen to answers, *communicate*.
- Figure out what you have to *give*.
 - Give thanks, give credit, give autonomy, give chances.

Understand that it comes down to agency and control
...but maybe not how you might think.

Given what we heard yesterday, what do you think is in the future for bossy leaders?

- Will bossy leadership get better or worse?
- Will it become a more or less important issue?
- How might “the Maker” generation react to bossy leaders?
- How does bossiness impact clarity and certainty?
- Will the gender gap go away, or get worse?
- What can *human* resource professionals do about these issues?



Authority has become something diffuse and flammable, like spray paint.

(Additional data)



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Gender differences in ratings of bossy coworkers from study 1

Success

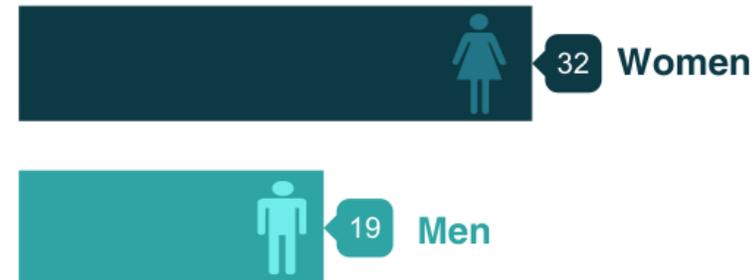
Women bossy coworkers were predicted to be less successful in the workplace compared to bossy men coworkers.



Mean ratings of coworkers' predicted success (from 1-5)

Unpopularity

Women bossy coworkers were rated as less popular in the workplace compared to bossy men coworkers.



% of coworkers who were rated "not at all popular"

% of leaders who describe 'bossy' as...

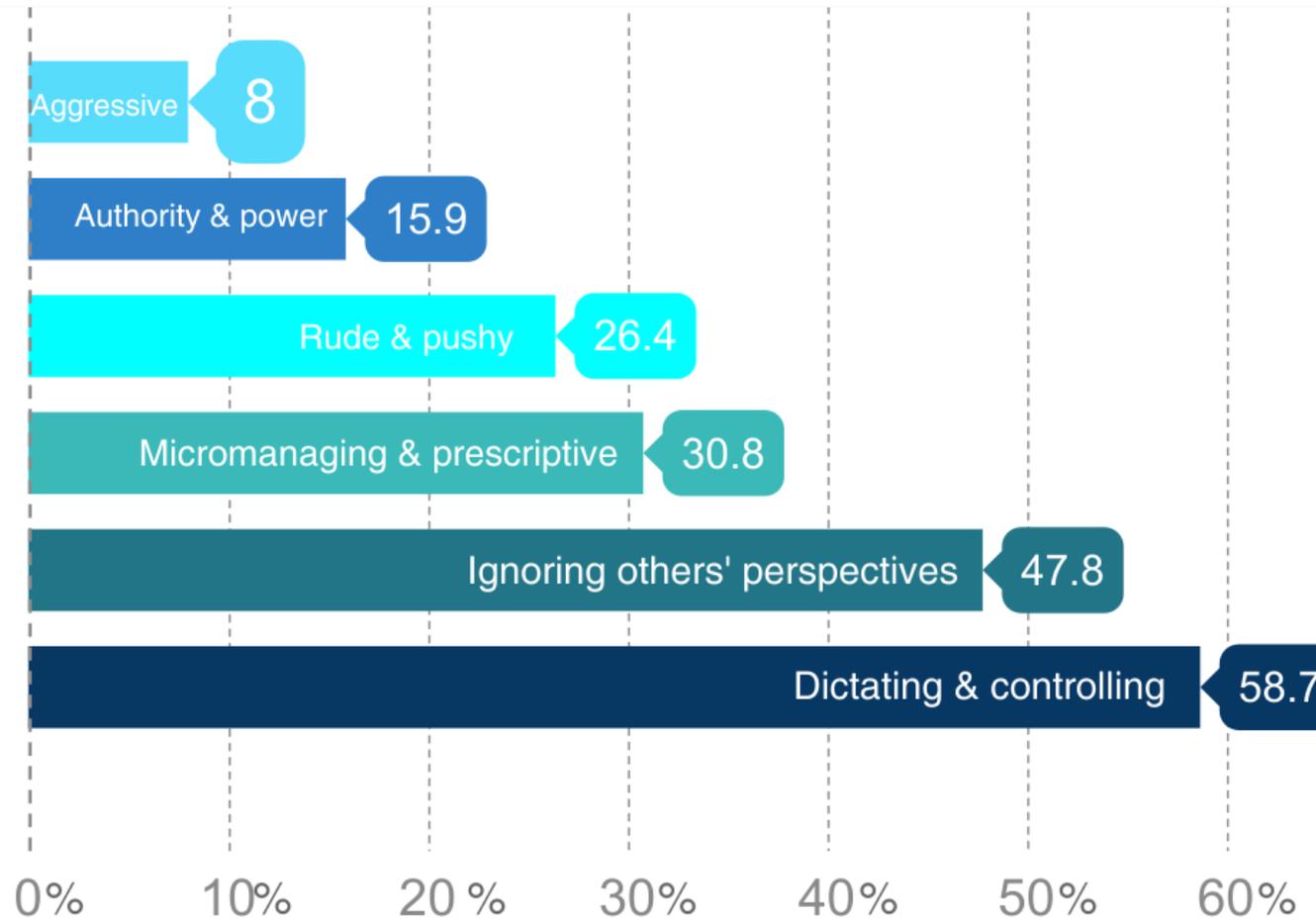


Table 1: Sample Size of Men and Women Managers per Year



Year	Women	Men	Total
1993	807	2264	3071
1994	1413	3425	4838
1995	1513	3692	5205
1996	1602	3403	5005
1997	1852	3951	5803
1998	1782	3751	5533
1999	1534	2774	4308
2000	907	1530	2437
2001	1042	1777	2819
2002	1290	1988	3278
2003	3675	6261	9936
2004	2397	4098	6495
2005	2877	4643	7520
2006	2780	4813	7593
2007	2783	4286	7069
2008	2499	3902	6401
2009	1982	2913	4895
2010	1474	2025	3499
2011	514	959	1473
2012	594	1056	1650
2013	553	958	1511

Table 2: Correlation Between Direct Report Rating of Bossy and Supervisor Rating of Promotability for Women and Men Leaders 1993-2013



Year	<i>r</i> Women	<i>r</i> Men
1993	-0.161	-0.106
1994	-0.109	-0.094
1995	-0.144	-0.156
1996	-0.139	-0.129
1997	-0.134	-0.092
1998	-0.112	-0.116
1999	-0.128	-0.122
2000	-0.167	-0.095
2001	-0.237	-0.128
2002	-0.149	-0.136
2003	-0.145	-0.143
2004	-0.179	-0.197
2005	-0.126	-0.114
2006	-0.170	-0.156
2007	-0.146	-0.133
2008	-0.191	-0.155
2009	-0.178	-0.117
2010	-0.148	-0.08
2011	-0.158	-0.156
2012	-0.283	-0.146
2013	-0.202	-0.068