

Transform your thinking of bosses. Based on an Internet dialogue between colleagues and their coach, this engaging story and accompanying exercises will catapult you into a recognizable work environment where tensions are strained, emotions are heightened and lessons are learned: - Hire the boss you want - Understand what it really means to be a leader and how to become one - Develop your personal Be-Do-Have - Redefine failure - Live in Abundance/Concentrate on Priorities

**Become the Boss You Always Wanted**

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Any similarity to real persons, living or dead, is coincidental and not intended by the author.

Know that what you, the reader, get from this book and the entire Living With the Consequences series is directly related to how well you apply the information contained herein. We make no warranties that simply reading this book will change your life.

[www.KiVisions.com](http://www.KiVisions.com)  
2010

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## Foreword to the “Living With the Consequences” Leader Development Series

To help you “Become the Boss *You* Always Wanted”, we use the Ki Visions, Inc. proprietary 7-part leader development series: “Living With the Consequences – Unlocking the 7 Doors to Leader Success”. Through the series you will learn to make good decisions today...that will still be good decisions tomorrow...

The “Living With the Consequences” series was developed with a focus on leaders at 3 stages of development:

- 1) *Emerging Leaders* – those who have spent less than 10 years in Positions of Authority.
- 2) *Leaders with “History”* – those who have spent between 10 – 20 years in Positions of Authority.
- 3) *Leaders of Leaders* – those who have spent more than 20 years in Positions of Authority.

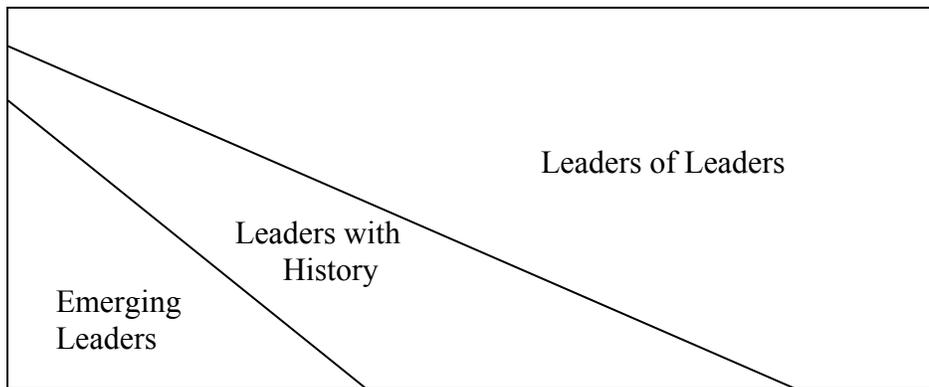
Note: these numbers are somewhat arbitrary – i.e., some bright superstars can find themselves in the “Leaders of Leaders” category in well under 20 years while those who take longer to develop may have many years of experience, but would still be considered Emerging Leaders. The series will help improve the impact you have on others. Start today.

We use multiple methods to help you with this process, but we start by dispelling a myth – the leader role is not amorphous nor does it require the use of magic. Plus, too many of those who attend our seminars come with one or two misconceptions: being a leader is a *position* one might hold and that leadership is little more than a *buzzword*.

The product we have developed includes parts which are singularly distinctive for developing leaders, but at the same time the parts build upon each other. Emerging leaders are highly encouraged to delve deeply into each part. Begin with Part-1: “Become the Boss *You* Always Wanted...” More experienced leaders will likely find common ground with much of the material in the early parts of the series. However, I explore report after report that outline the vast differences in perceived competence held by people in positions of authority

versus the perceived incompetence of those same leaders by the staff members they lead. I would recommend, as you work through the series, that you not pat yourself on the back for your knowledge of the topics within each part of the series. Instead, be truly introspective as you work through our methodologies on how to apply these concepts well. You may be one of the rare bosses that have truly achieved leader status. More likely, you have room to grow. The issues I present, if applied effectively, will help you become the boss you always wanted. Plus, I'll bet you find some new ideas to ponder as you work through the series.

The graph below is intended to help you identify the primary target for each book in the series (e.g., "Emerging Leaders" should study the first 3 books in the series; "Leaders With History" should study the first 6 books in the series but focus on books 4 – 6; "Leaders of Leaders" should study all the books in the series but focus on book 7).



Parts of the Living With the Consequences leader development series						
1	2	3	4	5	6	7
Become the Boss...	Magic Mirror...	Leading With P.R.I.D.E.	Growing Forward	Ideal - Ordeal - Real Deal	Ken's I.R.A.	Making Your Org. C.L.I.C.K.

"Become The Boss You Always Wanted" serves as a prelude for the Ki Visions, Inc. 7-part leader development series "Living With the Consequences – Unlocking the 7 Doors to Leader Success". Within, we present a cogent argument that being a leader is not a position, but a necessary role people in

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positions of authority must play. We hope to dispel the mysticism surrounding this topic and offer proof that the leader's tool - i.e., leadership - can be learned and applied effectively. We also hope you join the cause and promote the dire need for real leadership in your organization. Effective leaders can propel an organization forward and serve as the stabilizer during rough weather - if those leaders develop leadership as their primary tool. I know of no greater topic upon which you should concentrate if your goal is to optimize the potential inside you and those entrusted to your care. To do so will help you reach all other goals you establish.

Unlike so many of our competitors who simply tell what a good leader is, our intent is to *show* good people *how* to become great leaders. The methods we use can help you grow your leadership capabilities and serve as the template you use to develop other leaders.

At Ki Visions, we have a full array of tools to help you achieve your goals:

1. "*Living With the Consequences*" © - the leader development series which *shows* good executives *how* to be great leaders.
2. "C.P.E.G.->I.O.R."™ - the proprietary process which guides Ki Visions' consultants and allows us to help you get ahead and stay ahead of your competition.
3. "Your Leader Council"™ - the product of the Ki Visions, Inc. sister organization known by the same name as the product. "Your Leader Council" complements our "tool chest" by offering you the opportunity to periodically meet with other likeminded leaders in a structured format and grow your business through a metrics based process and viable inputs from other highly regarded leaders.
4. "Soaring Leaders Academy"™ - the Ki Visions, Inc. boot-camp which allows talented operators to become Certified Leader Coaches (CLdrC™) and use the skills acquired to lead their respective organizations to continuous growth.
5. "Tales of Flight and Fancy"© - a series of articles and white papers researched and written by the Ki Visions, Inc. staff. These writings were developed to serve as reference materials for our clients by explaining the rationale for the material presented in our products in greater depth.

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6. “Your Wake-Up-Call with Ken Pasch” © - a quick, daily motivational/inspiration intended to help you realize you must wake up to reality in order to be a courageous leader.
7. “Growing Forward Daily with Ken Pasch” © - a more in-depth daily instructional that will help you expand your horizons, develop your strategic plans, and execute the necessary tactics to allow you to achieve all for which you are capable.
8. “Unlock Your Full Potential - Today!”™ - the syndicated radio show hosted by Ken Pasch, CHE, CLdrC, President of Ki Visions, Inc., which provides the forum of discussion and enlightenment for those interested in a better workplace. We focus on Leadership, Motivation, and Life in the Workplace.

Bottom line: We help leaders properly employ the most vital form of capital: human.

*The process:* Depending upon the results of our analysis of the person or organization, we target the specific needs and use the tools that best serve your goals. Through coaching, consulting, training, speaking, our motivational/educational products, and an ongoing connection with coaches certified in our leader development process (CLdrC™), we work to optimize the value of your human capital.

When you realize your growth will be maximized with the right process, contact us. As with any reputable firm, there is no charge to explore your options. Plus, many tell us how much they learn just speaking with a Ki Visions associate. Send us an email to start the process: [KiVisions@KiVisions.com](mailto:KiVisions@KiVisions.com) - we work hard to meet your needs.

Plus, feel free to email me your ideas ([KiVisions@KiVisions.com](mailto:KiVisions@KiVisions.com)) on things you notice as you work through the series. I have chosen to use a story-line to present the vital steps and would appreciate hearing your stories as they relate to the various aspects I’ve addressed. Through discussion of these topics, I do believe we can continue to *Grow Forward* ©.

The “Living With the Consequences” series will help you become the **employer of choice**...by becoming the boss you always wanted and realizing the potential in your staff. Come along as we explore the many facets of leading others!

## Chapter 1: The “phone” rings

*“I’ve had some pretty lousy bosses in my day...this propelled me to dream of becoming the boss I always wanted. So I started my own business with this as one of my goals. But, in dealing with the daily trials and tribulations, I find that instead of becoming the boss I always wanted, I have become the boss I always had.”*

- Offered by an anonymous caller to  
“Unlock Your Full Potential...Today!”  
(the syndicated radio show hosted by Ken Pasch)

The invitation from two of my students to be in their graduation pictures at the world famous Nittany Lion Shrine on the campus of The Pennsylvania State University seemed innocent enough. It was a typically grand and glorious day in Central PA. The skies were deep blue with a smattering of white cumulus clouds. With our skies filled with these colors, is there any doubt God is a Nittany Lions fan? Both of my former students, Brian and Stevie, were more excited than I ever remember them being during case study discussions in class. We hadn’t talked in awhile and so they shared with me their respective plans. Their explanation renewed my faith in the value of hard work. They had each secured “primo” entry-level jobs in competing companies. Although they would be headed for opposite ends of the country, their jobs were virtually identical.

They had been friends since their first class during their freshman year and had formed quite a bond. As many graduates do, they promised to stay in touch. I was skeptical, but they assured me they had too many memories to simply part ways because of the new challenges they faced. And then they dropped the “bomb” - the reason I had been invited to meet their Moms and Dads and be in the graduation pictures - they hoped I would serve as coach to this dynamic duo. I wondered why they picked me; I had simply been one of many faculty they encountered while at Penn State and I rarely discuss with my students what I do outside the classroom. In unison, they told me that I always “told it like it is”, never “pulled any punches”, and “often told them the answer they didn’t want to hear”. They came to appreciate the straight talk

*Ken Pasch, CHE, CLdrC*

and hoped it could continue. I told them the prospect interested me, but I would have to think about it. I tried not to show my concern and reluctance. I had coached senior leaders for years, but coaching inexperienced “wannabe” leaders fresh out of college was another ball game. This would be a huge job with lots of potential pitfalls, but I did think about it. I guess I hoped this “flight of fancy” of theirs would pass as they made their respective ways in the world. Plus, I figured it would be awhile before they contacted me again since we had not even talked about how we would stay in touch.

About a month after their graduation, I was rudely interrupted by one of those annoying “electronic” messages. This always happens when I am deep in reflection and the interruption causes me to lose my train of thought. Upon seeing the icon of the sender, I quickly changed my attitude to being pleasantly surprised:



: Hey Prof! How’s life?



: Hi Brian. You know me...life is wonderful! So...what’s it like being in the cold, cruel world?



: If it gets any better, I’m going to have to clone myself!

I saw you were online and I just wanted to check in and let you know things are going very well. Found an apartment I can afford - in a decent part of town - and I’m learning my way around - both the area and the office. Don’t want to take up much of your time...just checking in.



: Good. I hope it keeps going in that direction. Have you heard from Stevie?

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: No, and I've sent him a couple messages. I hope everything's ok.



: I'm sure it is. You are one of the fortunate ones to have things go your way in the early days. He'll check in soon. Ok, talk to you later; back to the salt mine!

\* \* \* \* \*

That got me wondering. It's not like Stevie to be out of touch - he is usually the initiator - I too, like Brian, hope all is ok.

Neck deep in projects didn't keep me from thinking about my potential mentees. Brian's note got me started on developing a process that would be feasible and effective.

A couple weeks later, I got another message from Brian:



: It's me – the good news is, Stevie's alright – at least physically. The bad news is, he thinks he made a terrible mistake. He's wondering if some "Body Snatchers" invaded his company and replaced the folks who interviewed him with weird alien zombies who are devoid of a human persona!



: Really?! Not cool, but not atypical either. Many companies are very smooth during the hiring phase, but do very little "service after the sale"<sup>1</sup> for their most important form of capital: human.

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<sup>1</sup> Go to [www.KiVisions.com](http://www.KiVisions.com) and view the Tales of Flight and Fancy articles.



: I think he is really depressed. You know he and I are best friends, but like brothers, we are also very competitive with each other and I think I screwed up by telling him about how well it's going for me before I asked him how he's doing.



: Well, I don't think you "screwed up" – as you say – there is nothing wrong with being excited. Too many people are afraid of offending others and so they hold back on lots of the good stuff. I think it causes some people to focus on all the bad things that happen without realizing what a great world awaits them out there if you do things the right way. Maybe your circumstances will help him realize his life can be at least as good.



: We both knew you'd say something like that! Ok, so I didn't tell you the whole story. He asked me to ask you, again, to help us through this. My life is going well so I don't need the help, but I promised Stevie that I would be part of the coaching group we talked to you about at graduation...assuming you will help...???



: Ok, Slick – get me hooked on the sob story so I have no way to refuse...



: No, no...I didn't mean to do that. It's just that...well...he really needs help and I can't offer much except the example of my situation and a friendly ear so I'm just serving as an intermediary. Please...he really needs your help.



: I have to be honest with you...always in search of the next challenge, I have been thinking about it since we first talked. You are wrong to minimize your part in all this – what you can contribute and what you can learn. Now, I’m not saying I will do it, I’m just saying we can consider it. Here is what I would need from the two of you:

1. You have to be just as straight with me as I have always been with you
2. “I Don’t Know” is usually an acceptable answer– the key: if you ever try to BS your way through an issue, our relationship is over
3. However, “I Don’t Know” will not be acceptable when you commit to find an answer to something and fail to meet the commitment in a timely manner
4. If I offer what I classify as a recommendation, you can choose to accept or reject it – and maybe we discuss alternatives before we decide on the eventual decision...
5. However, if I give an ultimatum, it must be followed.

I recommend you talk it over with Stevie, see if you both agree to these conditions and then contact me tomorrow at the same time. Okay?



: Well, it’s easy for me to say yes to those parameters since I’m getting along just fine, but I will pass the note to Stevie. What if he wants more time to think about it?



: Great question – I would have expected nothing less. He is welcome to take all the time in the world, but if I don’t get an answer by tomorrow, I recommend you look up “Coaches for Hire” on Google. This decision is simple – you both know whether you can live up to the 5 items above and you either trust me by this point in our relationship or you don’t – I can handle either decision.



: Prof – that’s kinda rough, eh?



: Rough? Or straight? Let’s think back to why you asked me to be your coach...



: You’re right...



: Plus, I really like you guys, but my time is valuable.



: We realize that. We are just “starting out” and don’t have lots of extra cash at the moment, but...what were you thinking?



: I’ll send you a compensation agreement I have used in the past. It is modified to fit your circumstances. I need both of you to read it over, discuss it with anyone you feel will help protect your interests, and then discuss with me any/all aspects. When you are comfortable, sign the agreement, make a copy for your records, and send the original back to me.



: Thanks...talk to you tomorrow.

*The information contained in these “side-bar” boxes is for you, our reader. You may find you are not yet able to answer these questions without further exploration and research. That’s okay. These boxes are simply intended to help you start the process. After you complete the book, we recommend you work through the checklist in Appendix A and fully resolve these issues as they relate to you. It may take all 7 parts of the “Living With the Consequences” leader development series, but if you truly desire to “Become the Boss You Always Wanted” you must diligently address each of these concepts.*

*What criteria would you use to determine if a coach could help you?*

*What parameters do you use for professional relationship “ground rules”? If this is the first time you’ve thought about it, you are not alone. Now is the time to develop some ideas on the things you will always do and the things you will never do. Also determine what you will expect from others. These boundaries set at the beginning of a relationship can have marked improvement on the results of the relationship.*

*Things you will:*

*Always do*

*Never do*

*Expect  
from others*

Ken Pasch, CHE, CLdrC

\* \* \* \* \*

Being a coach is one of those life experiences where you give instructions with all the confidence in the world...and your hands are sweating the entire time. I sure felt that way after Brian signed off. I knew they needed my help. I knew I could provide that help. I also knew I had to “set the stage” for what was to come. If they weren’t willing to trust me at the outset (i.e., they’ve known me for years), at face value, there was little to come from trying to build that from here. As Ray Bradbury, accomplished science fiction author probably best known for writing “Fahrenheit 451”, said, “You’ve got to jump off cliffs all the time and build your wings on the way down.” As tough as I tried to sound in the notes, I secretly hoped they would agree to my “demands”. I relished this challenge.

For some reason, portions of a keynote address I had recently delivered came to mind:

*“The situation:* As our population ages, competition for talented employees is the primary issue business leaders must solve. *Human capital* is the catalyst that releases the value in all other resources. Without a staff which is properly chosen, informed, trained, equipped, motivated, measured, and led all other capital formations, both tangible and intangible, fail to generate optimum value. People matter. In addition, the best and brightest talent will only be attracted by great opportunities which are offered by great leaders.

*The challenge:* Unlike other resources which can be efficiently managed, people must be effectively led. Plus, most businesses today rely on talent that is not easily replaceable or interchangeable. The proper employment of human capital should be a top level concern for every executive. The business strategy itself may be at risk if human capital is not employed effectively.

Do you meet the grade? Are you one of the best and brightest leaders of our age or are you fooling yourself into believing you are? Study after study <sup>2</sup> identifies huge disparities in the impression leaders have of themselves relative to the impression held by their employees – it

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<sup>2</sup> Go to [www.KiVisions.com](http://www.KiVisions.com) and view the Tales of Flight and Fancy articles.

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appears most leaders highly exaggerate their abilities when measured by the input of their employees.

The process of becoming a great leader takes an extended period of time to explore the vital aspects of being a leader and develop a leadership philosophy that suits your talents and characteristics.

*The problem:* Most of the training received by executives at all levels, whether formal or informal, has been focused on the rigors of the managerial role with little true regard paid to the leader role. The reason: Leadership has been poorly defined and is frequently misunderstood. This causes most leader development programs to attempt to focus on what a leader is and not how to be a great leader. Many C-suite executives have become concerned and question the value of such training.

*The solution:* As the title to my first book identifies – “Become the Boss You Always Wanted”. The caller to my radio show, “Unlock Your Full Potential...Today!”, who gave me the idea was so disappointed in himself. He knew what he should do, but fell into the daily grind like so many of us do. Don’t get caught in the trap. Instead of becoming the boss you always had...find a coach who can help you avoid this trap and then work to “Become the Boss You Always Wanted”.

The clock sure seemed to drag for the next 24 hours. I don’t think I got even one full hour of sleep that night. Like a kid awaiting the arrival of Christmas morn, I still get very excited with the dawn of a new adventure...

Transform your thinking of bosses. Based on an Internet dialogue between colleagues and their coach, this engaging story and accompanying exercises will catapult you into a recognizable work environment where tensions are strained, emotions are heightened and lessons are learned: - Hire the boss you want - Understand what it really means to be a leader and how to become one - Develop your personal Be-Do-Have - Redefine failure - Live in Abundance/Concentrate on Priorities

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