

## What Requirers Need to Believe, to be Better Bosses:

- ⤴ Good bosses do more than today's work – they grow their direct reports to be better at tomorrow's work. You must deliver *results* and *retention*.
- ⤴ Good bosses build trust, which increases communication and commitment, and leads to more work being done better and faster over the long term
- ⤴ Your job includes getting your people to bring out their best ideas. Interrupting them can make them feel devalued, shutting them down so they don't contribute their ideas.
- ⤴ When you listen to someone, you show them they are important. This makes them feel valued, and they are more likely to be energized and go the extra mile for you.

### Additional Guidance for Requirers:

- ⤴ Your key skills to grow are listening and asking questions.
- ⤴ Use these behaviors to practice and convey deep listening:
  - Face the person squarely and look closely at their facial expressions and body language.
  - Make no extraneous body movements or facial expressions of your own.
  - Wait for the other person to speak. Allow them to complete each sentence.
  - Show alertness and interest in the speaker. Don't allow others to interrupt.
  - Greet some points with brief sounds of encouragement: "uh huh" or "I see" or "hmm"
  - Restate key points in your own words to clarify understanding and show that you heard.
- ⤴ Your primary goal should be to understand the other person completely. Only then should you think about tasks or solving problems.

### Self-Talk For Excessive Requiring:

- If I'm talking, I'm not learning. I already know what I know.
- When I guide someone to reach their own conclusion, they believe it. If I tell them the conclusion, they resist it. Listening and asking can be faster and more persuasive than telling.
- The other person will tell me what arguments will persuade them, if only I will listen.

### Core Beliefs That Promotes Versatility:

- I enjoy teaching others what I know how to do.
- Direct reports want to achieve individually, and they want to be part of a winning team.
- I am not a better person than the people I manage.
- There are mutual responsibilities with each direct report.
- I enjoy finishing team tasks and seeing the people I manage do good work.
- I want to develop as a manager -- to deliver excellent work through others, and help them reach their potential.
- I can learn from the people I manage.
- I respect each individual, for I know that every employee needs respect in order to do his or her best work.

The Golden Rule is wrong -- you should not treat others as you want to be treated. Instead, use the Platinum Rule -- treat others as THEY want to be treated.

Sources for this sheet include "[The 2R Manager](#)" by Pete Friedes.