SHOW NOTES
S02-E13 **STONE COLD BOSSES**
The Omission of relationship focus and vulnerability

My own research shows that employees consider bosses "good" when they demonstrate a duality of results and relationships. They want leaders who are both competent and caring. My research also shows that when asked to describe "bad" bosses, they overwhelmingly point out a lack of relational maturity, openness, honesty, compassion, caring, and general hostility toward others.
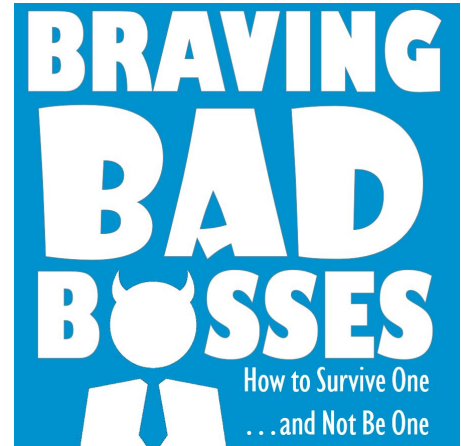
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Many "bosses" believe that showing any sign of weakness, emotion, or uncertainty will result in lost respect. They strive to keep up a facade of strength and control even when they are not equipped to do what they need to do. Rather than admit weakness, they fake it.

People need a relationship with their boss. It's very hard to trust someone who never opens up to you. Also, it's tough to respect someone who pretends to have answers or skills when obvious to all that he doesn't.

Familiarity doesn't breed contempt. Frozen-fakeness breeds contempt. Vulnerability and honesty actually breeds trust.

[Poser](#): The definition of a poser is a person who pretends to be someone they are not, or a person who attempts to impress others.

[Impostor syndrome](#): (also known as impostor phenomenon, impostorism, fraud syndrome or the impostor experience) is a psychological pattern in which an individual doubts their accomplishments and has a persistent internalized fear of being exposed as a "fraud". Despite external evidence of their competence, those experiencing this phenomenon remain convinced that they are frauds, and do not deserve all they have achieved. Individuals with impostorism incorrectly attribute their success to luck, or as a result of deceiving others into thinking they are more intelligent than they perceive themselves to be.

Advice:
- Show interest in your boss on a personal level.
- Verbalize that you don't expect him/her to be perfect, just honest.
- Earn trust by not breaking confidence with others.
- Don't weaponize their vulnerability.