

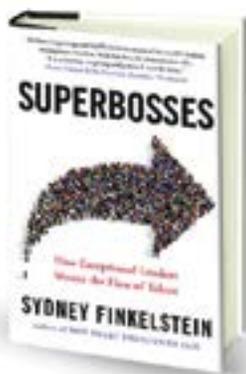
Smart Summaries

Book Briefs for Education Professionals



Smart Summaries break down important books, texts and other educational resources into an easy-to-read synopsis and provides busy education professionals with ideas to help develop greater leadership skills, intellect and innovation within classrooms and educational systems.

The Book



Date of Creation:
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Title:
Superbosses
Author: Sydney Finkelstein
Copyright 2016
ISBN-13: 978-1591847830
Category: Business
[Author Site](#)
[Youtube](#)

Qualities of Superbosses

Mindset: "There are no problems, only solutions"

Competitiveness: "Thrive on it, seek it and even create it."

Imaginative: "They think intensely about what could be and are fired up to turn their dreams into reality."

Integrity: "To vision and sense of self"

Authenticity: "They are who they are"

At a Glance

The qualities of *Superbosses* who create cultures of excellence

The behaviors of *Superbosses* that create other successful bosses

The mentoring habits of *Superbosses*

The risk that *Superbosses* take when hiring or promoting

The way *Superbosses* both delegate and micromanage to their vision

The innovation that is developed by *Superbosses* as a result of the culture they create

Introduction

Sydney Finkelstein's newest text *Superbosses*, is focused on the development of talent and the behaviors of bosses that help others get better. In the 21st century, school leaders need to be strategic in creating cultures that both promote and expect strong and innovative leadership. Finkelstein states, "it's when organizations don't regenerate their talent – and with it their supply of new ideas, approaches and solutions—that they flounder." Leadership is found in every element of a school system; however, few systems are deliberate in the development of leaders. It is critical for school leaders to grow in personal and professional skills as well as be deliberate in developing other leaders.

Superbosses is an engaging text that will demonstrate to school leaders the "what" and "how" of leadership development. Finkelstein masterfully weaves examples from his research of ways in which superbosses have developed talent in all industries. "The essence of the superboss phenomenon is the transfer of knowledge, wisdom, and success from young to old – and not just know-how, but also a way of thinking, even a way of life." If school systems are to grow and meet the demands of the 21st century, they'll need superbosses.

The essence of the superboss phenomenon is the transfer of knowledge, wisdom, and success from old to young—and not just know-how, but also a way of thinking, even a way of life.

Chapter Review

CHAPTER 1: Iconoclasts, Glorious Bastards, and Nurturers

KEY QUOTE: *“Developing world-class talent is on everyone’s agenda, as it is the only way to service and prosper. Yet study after study reveals that managers have the most trouble helping others to thrive.”*

- *“Superbosses... don’t set out to inspire or teach others, although that is exactly what they end up doing. What they care about is their work, their passion”*
- Iconoclasts are the artist superbosses and teach others through their passion how to be innovative.
- Glorious Bastards boost people's careers as a result of their hard driving and relentless pursuit of success. They attract ambitious young talent that will be eager to work for them.
- Nurturers have an instinctive way of being there for the employee at the right time, coaching in the moment, and checking in exactly when the employee needs it.

CHAPTER 2: Getting People Who Get It

KEY QUOTE: *“Superbosses don’t want recruits who are very talented and smart; they want recruits who are unusually talented and startlingly smart.”*

- Superbosses value:
 - » Intelligence
 - » Creativity
 - » Flexibility
- Superbosses don't want to be the smartest person in the room. They want to be surrounded by smarter people. People who can advance their vision.
- Superbosses seek “superstars” and superbosses are not afraid to take unconventional routes in order to get talent and place them where they want.
- Flexibility will be demonstrated to the superboss by the employees ability to tackle topics and assignments they have never been exposed to before.
- Larry Ellison is known to ask prospects if they're the smartest person they know. If they answer the question in the negative, he'd follow up by asking who is and then contact that person for an interview.
- Superbosses look for people that have accomplished difficult tasks or mastered difficult subjects or tasks – musicians, mathematicians, physicists. People who are deep thinkers and are resilient as a result of mastering difficult skills.
- The reputation of the boss is a recruitment tool and attracts talent.

CHAPTER 3: Motivating Exceptional People to Do the Impossible

KEY QUOTE: *Engagement is low in many companies. “For superbosses, engagement is the least of it. They know that to succeed they need the world’s best team, which doesn’t mean engaged talent; it means energized, supercharged talent.”*

- Millennial employees are attracted to the qualities of superbosses.
- Superbosses expect world-class results and performance.
- Although high-pressure environments usually lead to burn out, superbosses create a culture of self-confidence that propels employees.
- Superbosses see problems as opportunities and guide employees to that mindset.
- Vision is reinforced and modeled in every action of the superboss.

Examples of Iconoclasts: George Lucas, Ralph Lauren, Miles David, and Lorne Michaels.

Examples of Glorious Bastards: Larry Ellison, Michael Milken and Roger Corman.

Examples of Nurturers: Bill Walsh, Mary Kay Ash, and John Stewart

CHAPTER 4: Uncompromisingly Open

KEY QUOTE: *“Superbosses encourage constant risk taking and rule breaking.”*

- Change is the mindset.
- Superbosses are intentional about providing time to think about and plan innovation.
- Superbosses remove the hurdles of risk by viewing failure as a natural part of the process. Employees feel trusted to take risks and protected when they fail.
- “If superbosses fear anything, it isn't that they'll go off the deep end with their innovations, but that they'll stop innovating and get old and complacent.”
- Superbosses fuel change by creating “burning platforms” or a sense of urgency towards the need for change.

After all, just because you have a nice boss doesn't necessarily mean that you have a good boss, let alone someone who will turbocharge your career.

Chapter Review

CHAPTER 5: Masters and Apprentices

KEY QUOTE: *"When you teach and coach people the way superbosses do, your people will come away feeling fulfilled, fortunate, and grateful. Chances are, so will you."*

- Three areas superbosses focus on in their master-apprentice relationship
 - Technical nuances about the organization
 - Make-or-break advice that got them to the top
 - Life lessons or the gained wisdom of superboss leadership
- The master-apprentice relationship is an intentional strategy of superbosses.
- The concern is results and not the feelings of the apprentice.
- Superbosses explain and "show" subordinates how to handle specific situations.
- Superbosses balance between limited boundaries and efficient bureaucracies. They recognize a need for sovereignty yet; maintain a strong expectation for process.
- "Coaching in the moment is important... and deserves a higher priority."
- "In the absence of such a personal master-apprentice relationship, employees may learn technical basics, but they don't necessarily learn the subtlety and nuances of their professions, nor do they learn critically important 'softer' skills that matter in industry, such as networking, giving and receiving feedback, negotiating, or leading."

CHAPTER 6: The Hands-On Delegator

KEY QUOTE: *"The only people who don't make mistakes are the people who don't do anything."*

- "According to protégés, superbosses skillfully oversee and exert control without stepping on toes." They delegate and interrupt when necessary.
- Superbosses create environments where protégés are expected to ask questions for understanding.
- Compliance is unacceptable and superbosses value staff that push back.
- Superbosses want to learn from their team.
- The superboss recognizes that the success of the organization and the boss rely heavily upon the success of others in the organization.

CHAPTER 7: The Cohort Effect

KEY QUOTE: *"In most traditional organizations, hierarchy constitutes a formidable barrier to teamwork."*

- Superbosses create cultures of teamwork and collaboration.
- Keys to crafting a cult:
 - Strong vision.
 - Positive reinforcement.
 - Reinforce the value of being a member of the team.
 - Believe that optimistic-weaknesses will be strengths.
 - Pride that they are smarter and more talented compared to other organizations.
 - Reduce noise and hurdles.
 - Discipline.
- "No jerks rule." Superbosses limit the egos and facilitate open discussions and debate.
- Hire only those that will and can collaborate.

Competencies of a collaborative superboss:

- Virtual micro-managers
- Extreme delegators
- Encourage Teamwork

CHAPTER 8: Networks of Success

KEY QUOTE: *"When employees leave, don't forget about them or, even worse, see them as traitors."*

- Superbosses have former colleagues everywhere. Once you've worked with a superboss your in the "network."
- Superbosses refine their networks as part of their being. Looking to grow and build their reach.
- Employees of superbosses enjoy a "godparent" like relationship with their bosses and the boss is always looking out for opportunities for the employee.
- Superbosses understand that their best may leave.
- Superbosses understand that talent supports the vision and their legacy.
- Reflection: Would you rather have a group of average employees stay for the long-haul or highly talented individuals that produce in the moment and leave but stay in your network?

CHAPTER 9: Superbosses and You

KEY QUOTE: *"Whenever you celebrate individual superbosses and promote their practices, make sure your expectations are realistic."*

- This is a chapter that must be read and reviewed. It includes a series of reflective questions and strategies for the reader in order to grow into superboss like characteristics.
- Examples:
 - » Question: "How often do people leave your team to accept a bigger offer elsewhere? This is a great way to gauge the value of your bossmanship and your talent."
 - » Strategy: "Track your own 'genealogical tree,' listing former employees and where they've gone."
- The chapter includes the methods for dealing with a "superboss." If you work for a superboss you need to have the following characteristics: "adaptability, open-mindedness, and creativity." Without those three behaviors - it will be difficult to survive and grow.



Lessons

Have you:

- Defined succession strategies for creating a culture of long-term success
- Identified the core behaviors of leadership that create environment of collaboration
- Listed core behaviors of leadership that create and inspire success
- Synthesized the attributes of known and successful leaders
- Created reflective exercises for yourself and others in leadership roles
- Developed a plan for growing your own leadership

Where is the text most applicable

Classroom	
Leadership	★ ★ ★ ★
Motivation	★ ★ ★
Parents	
Personal Development	★ ★ ★ ★
Schools and Systems	★ ★ ★ ★
Teaching	

Ted's Take

This text resonated with me because too often we as leaders fail to be strategic about identifying talent and tend to manage in the moment. Superbosses are strategic risk-takers who do not adhere to rules ! They focus on success, succession, and their vision. This book is a must read for leaders of systems and buildings. The behaviors of superbosses are immediately applicable to the world of education. System leaders can quickly empower their organizations by identifying talent, taking risks, failing fast, and developing a desire to serve a vision.

Three main takeaways:

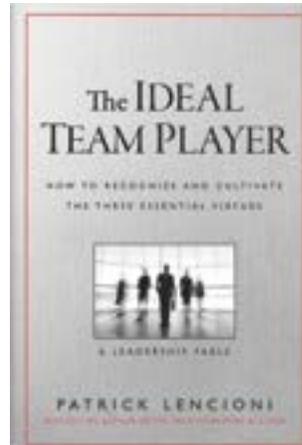
- The passion and energy put towards the leaders vision will drive the success of the organization.
- The intentional development of people, pays dividends inside and outside of the system.
- School leaders can be superbosses, if they develop master-apprentice relationships and look for talent in all areas of the system.

Imagine making a 1st grade teacher with three years of experience and no advanced degree the director of elementary education because you recognized superior qualities. If you can't imagine taking that risk - read the book and see how so many others in every industry have taken such risks and developed supertalent!

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If you liked Superbosses, you'd like...



[Author Site](#)

Notable and Quotable

“The speed of the leader is the speed of the gang.”



About Ted Neitzke

Ted Neitzke is the Chief Educational Officer and Agency Administrator for CESA 6, a non-profit cooperative that serves 40 public school districts in Wisconsin. Ted is an advocate for children and public education. He believes that everyone in a school is a servant leader. “A leader is anyone who has influence over another person.” This, Neitzke believes, “makes all of us leaders.” These Smart Summaries are his way of helping pay-it-forward for the leaders in the classrooms and schools. “Not everyone has time to read or search for great texts that will help them develop as learners, leaders or innovators and these briefs help to increase personal intelligence and support the strategies necessary to help leaders in the 21st century educational world. Ted Neitzke has been a superintendent, assistant superintendent, principal, assistant principal, high school and middle school teacher and, while in high school, was an aide in a summer school program for students with significant disabilities. He is the father of two and is married to Megan, a 7th grade teacher in a public school. Ted is the son of a kindergarten teacher and is surrounded by relatives who are leading classrooms and systems.

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