

A person's hands are holding a white tablet. The tablet screen shows the cover of a book titled 'How to Find and Get Your Perfect Boss'. The cover has a warm, orange-to-yellow gradient background with a dark green field at the bottom. The title is in large, bold, black letters. Below the title, it says 'A Step-by-Step Guide to Happiness and Fulfillment at Work'. At the bottom, the author's name 'brandonsmith' is written in a stylized font, with 'the workplace therapist' underneath it.

# How to Find and Get Your Perfect Boss

A Step-by-Step Guide to  
Happiness and Fulfillment at Work

**brandonsmith**  
the workplace therapist

## EXCERPT

The #1 reason people quit their jobs is because of their boss. Every day we spend with a bad boss is like crushing a little bit of our soul. Pretty soon we are all hunched over and dread getting up in the morning. Our bosses have so much influence over our work, and quite frankly, our whole day. Working for the right boss alone can be a winning career strategy. If you feel like your boss may be dysfunctional, take a peek at this excerpt from my book *How to Find and Get Your Perfect Boss*, and start taking steps toward happiness at work.

“I hope this book  
changes your working  
relationships for the  
better, forever.”

– Brandon Smith

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**How to Find and Get Your Perfect Workplace Boss: A Step-by-Step Guide to Happiness and Fulfillment at Work/ Brandon Smith.**

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## It's Not Them, It's You

Before we go any further we need to do a serious gut check. Many of us with boss problems have had these problems our entire career. It's a pattern. Wherever we go, there is some terrible boss pestering us, blocking us, disliking us, and out to get us. Why does this always happen to us?

Is that your story? Does this pattern repeat over and over for you?

If so, I have some difficult news for you to hear, but it's news that will help you get out of this situation in the fastest possible way. If you have always had terrible bosses no matter what your job or where you've worked, then the common variable in those situations is you. It is very likely you are the main creator of that pattern. It is very likely that you are bringing something with you to every place you've worked that makes it very difficult for you to like your boss *no matter who they are or what they do*.

That's right. You might be carrying some of your own personal baggage to work that leads you into negative boss experiences. This is gigantic luggage weighs down your boss relationships and blocks them from serving you. That's okay, it's treatable! And believe me, carrying heavy personal baggage into work is far more common than you might think. Almost everyone does it in some form. There's a reason I was a therapist before I became an executive coach.

## What Bags am I Carrying?

The other day I was returning from a short weekend trip. As I was frantically navigating the airport gauntlet, jumping onto trains and dodging other passengers as I desperately tried to get to my gate, my shoulders began barking in agony. Turned out, my trusty carry-on, a hanging bag that I'd had for nearly 20 years, was on its last leg. Carrying that bag with its broken handle and poorly padded shoulder strap painfully reminded me of two things about us:

1. We've all got bags that we carry around with us through life, with many of us using the same bags our parents' used. We carry the same patterns or dysfunctions.

2. Those bags might have done the trick early on, or actually gave us some benefit at some point. But they also often become bulky, worn-out and painful to carry later in our life. As our lives become more complex, our baggage cannot only get in the way, but it causes a lot more damage to ourselves and others.

Let me share with you a story that nicely illustrates how our "old bags" can be limiting as we try to make our way to our "terminal" (can you tell I'm liking this analogy?).

### **Client Story: Sanchit**

Sanchit had a challenging childhood with its own forms of instability. The oldest of five children, Sanchit saw his parents struggle to make ends meet and ultimately divorce. Sanchit watched all this unfold and concluded that in the end, you can't count on others. Others are simply threats to be managed. One's best strategy is to be on the offensive and hold as much control as possible over others.

Sanchit chose "risk management" for a career. In particular, he went into the credit lending profession for small businesses that were struggling. Sanchit was uniquely good at what he did. He could tell who would default and he always knew how to catch them in the act. Sounds okay, right? Wrong. The problem was that Sanchit thought everyone was eventually out to get him. He was critical of anyone and everyone in his life – his spouse, his kids, his employees, and even his good customers. He believed that unless he was watching and judging everyone like a hawk, even the best people around him would turn on him eventually. If he didn't stop soon, he would lose far more than he even suspected. Ironically, because of what he was carrying, Sanchit was running the risk of repeating the story he experienced as a child that he was so desperately trying to prevent.

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Just like my old ratty carry on, we all carry those “familiar” bags with us and try desperately to make them work. We repeat patterns in our lives that are familiar to us with little thought as to how those patterns typically play out in the end. Ultimately, if we aren’t careful, our baggage (our patterns) can lead us down some devastating paths. Darlene found herself sucked into the delusion that she could save others from themselves – leading her into a series of jobs with unstable bosses and costing her her own identity. Sanchit created scenarios that supported his belief that everyone was out to get him, including his bosses, which cost him stability and trusting relationships at work and home, the same pattern his parents had to face.

The reality is, all of us are given “bags” as we experience this world. Sometimes those bags work just fine and carry everything that we need. Other times, they are bulky and cumbersome digging into our skin as we try to drag them along the floor.

I’ll share this great moment from my weekend trip that sums it all up. As I was finally making my way across the boarding ramp and onto the plane, the flight attendant whispered to me, “See that woman down there. She is convinced she can fit her bag into that overhead bin. Look, now she’s got another passenger helping her and they are pushing and pulling at her bag. I told her it wouldn’t fit but rather than check it, she’s convinced she can make it fit. All she’s going to get is a torn rotator cuff. I promise that will cost more than \$25 (the fee for checking a bag).”

Are you about to tear something trying to make your bag fit? Ditch the old bags and get something that’s more comfortable. I promise you’ll be happier in the long run.



If you're realizing at this point that yes, you might have some baggage, know that's okay! In fact, that's a great thing to notice. That's the first step in dropping the bags!

## Putting Down the Bags

All of us benefit from more self-awareness. Self-awareness is a prerequisite to creating our happiest working situation and solving our Workplace Happiness Formula. Self-awareness is a prerequisite of authentic success. In the normal course of work, however, we choose to avoid even thinking about the chance of our own dysfunction at every turn. After all, isn't it a heck of a lot easier to blame everybody else rather than look at ourselves?

To help you see where your dysfunction might lie, here is a work/life dysfunction quiz for you. Oh, and one more important point before you get started, be gut-level honest with yourself. After all, you're the one who has to live with you every minute of every day no matter where you go.

## Am I Dysfunctional? Exercise #1: Dysfunction Quiz

**Answer each of the following statements as True or False for you.**

**Be honest. If your answer is “sometimes that’s true” then choose True.**

|   | TRUE | FALSE |
|---|------|-------|
| 1. The number of hours I work each week equals or exceeds 80 hrs.   |      |       |
| 2. I’ve been fired for the same reason 3 times or more.   |      |       |
| 3. I never like to stay in the same place (either town and/or company) for more than 3 years. I’ve got to keep moving.                            |      |       |
| 4. I don’t tell other people “no.” I have a difficult time setting boundaries and have a tendency to over commit.                                 |      |       |
| 5. I don’t trust anyone I work with . . . ever. People will eventually turn on you so it is best to always stay on guard.                         |      |       |
| 6. I have a history of poor personal relationships because of my work getting in the way AND/OR I’ve been divorced 3 times or more.               |      |       |
| 7. My workplace reminds me of my family dysfunction growing up. I’m repeating unhealthy life patterns in the kinds of work environments I choose. |      |       |
| 8. I’m attracted to dysfunctional work environments.  |      |       |
| 9. I don’t trust myself and my decisions – ever. I’m always second-guessing myself.   |      |       |
| 10. I have a tendency to stay in one place, one role, and one relationship far too long.  |      |       |
| 11. I have to win at all costs. If you’re not first, you’re last (thank you, Ricky Bobby).  |      |       |



So, how did you do? Here's how you can score your results, if you answered True to *any of the above statements*, that could actually be the source of your constant boss trouble. Check in with yourself. Are the things that you answered True related to or affecting the issues you have with your boss? I can almost guarantee the answer is yes.

If you answered True to multiple statements then that's good too, you're becoming more self-aware by the minute. You're building a picture of the patterns that are messing with your workplace happiness. Now that we know that all of us are a little dysfunctional, at the end of the day, the only question that matters is: What are we prepared to do about it?

## **Am I Dysfunctional Exercise #2: The Treatment**

In order to get rid of those old dysfunctional bags and start new, you have to do a few things. First, get a piece of paper and a pen. Go through each of the questions in this exercise and write whatever comes to mind. Write freely and let your knowledge about yourself flow out. Everything you need to know about your own baggage is already inside of you.

### **1. Is there a pattern of dysfunction that you are drawn to?**

Look at your quiz results. Look at the jobs you've had. Look at the bosses you've had. Consider the kinds of organizations you work for as well as the types of roles you've selected. What patterns of dysfunction can you identify?

## **2. Where do those patterns come from?**

Where did that story first start for you? What were the beliefs that you formed about life and your role in life? Think back to your family dynamics growing up. Write about anything in your working life that seems to mirror some type of family dynamic.

## **3. What do you get out of perpetuating that story?**

There is always some type of benefit. I think there is tremendous value in looking at the “functional” side of any dysfunction. While we can all agree that dysfunctions are destructive things, what is interesting about almost all dysfunctions is that they worked for us at some point in our lives. Dysfunctions are sneaky that way. They get us something (or at least the illusion of a pay-off), but eventually they cost us more than they get us down the road.

Write down what you receive from participating in these patterns over and over. Maybe it's comfort. Maybe you always get to play the same role that you're used to. Maybe you get to act out and complain or receive sympathy in a way that you like. Maybe the pattern prevents you from having to be alone, which sometimes seems scarier than the patterns themselves. There is always something we get from these patterns. Write them down.

## **4. What does this pattern cost you?**

There is also always a cost. How are these patterns inhibiting, blocking, taking over, absorbing, twisting, or generally messing with you? How do these patterns stop you from getting what you truly want for your life?

**5. Given your answers to the above questions, what can you commit to doing differently right now?**

What do you want to do about this? You could continue to choose the pattern you've lived out or you can make a change. It's never too late. In fact, the entire rest of your life will benefit from any changes you make to your baggage.

Write down whatever comes to mind that will help you break the pattern. Perhaps it's phrases or words that can help you change your behavior and motivate you in a down moment. Perhaps it's about forming new and better patterns that you want to bring into your life. Maybe you need to ask other people that broke their patterns what they did, ask for help from friends to get you out of a pattern, or ask for help from co-workers. You already know what you need to do, you just need to keep writing and brainstorming until those things come to the surface.

What are you going to start doing differently?

Now that you've explored what you can do for yourself, I will share with you what I have seen work over the years, and the main reason all these dysfunctions exist. Regardless of your particular flavor of dysfunction, the ultimate treatment is always the same – Self-Acceptance. “Huh” you say? “What is he talking about?” Let me explain.

These bags, this dysfunction, always tracks back to the same thing: not believing you are enough. One of my mentors, Len, has a beautiful saying, when we are at our healthiest and best, we hold in our minds “I'm enough in my limitedness.”

Take a pause to let that sink in. When we are healthiest we believe that we are enough even though we are not perfect. We are comfortable that we can both set healthy boundaries with others, and also be intimate with them and trust them. We can keep ourselves safe. We don't believe that our self-worth is tied up in fancy titles, shiny companies or pats on the head. We have value because we are who we are. This frees us to live the life and have the impact that we've always dreamed.

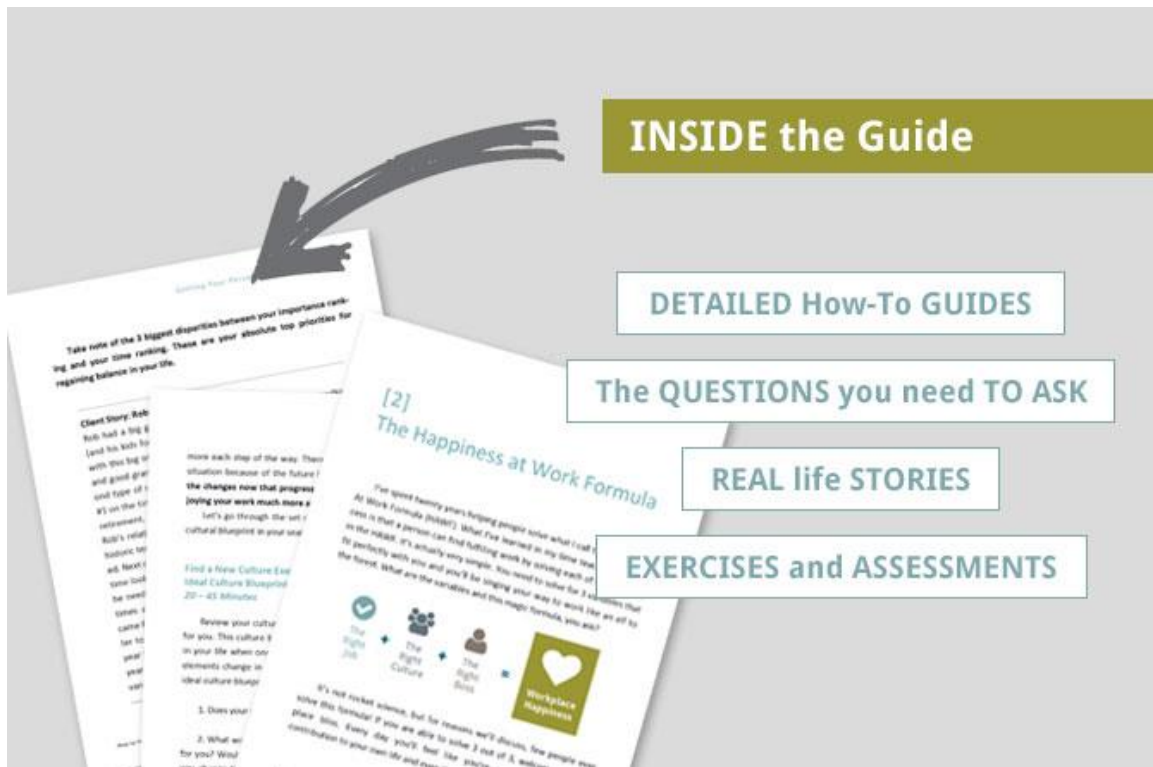
So take what you've written to yourself that you can do to break your patterns, and do them. Try them in the real world. Listen to your own advice, it's the most valuable that you have. And on top of that, add some self-acceptance. At the end of the day it boils down to believing that you are as wonderful, as courageous, as powerful as I know you can be.

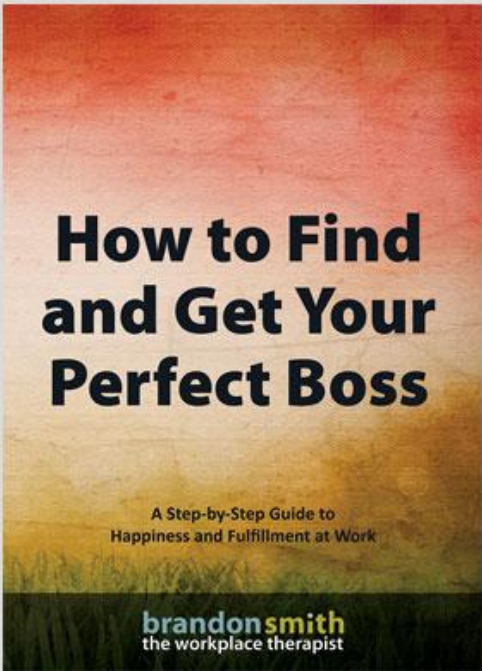
Accepting and loving yourself for who you are is the most important step to overcoming any dysfunction.

I have some great tools and materials that will walk you through the process of this journey, but I'm about to do something a little mean and dirty — I'm NOT going to give them to you! If you want them, I'm going to ask you to make a tiny investment of \$7.99 and purchase the Guide to Finding the Right Boss from my website. I promise, you will benefit from this! You can do it right now by [CLICKING HERE](#).

I hope you'll take the time to invest in yourself and move yourself down the path of greater self-awareness and fulfillment. Good luck! - Brandon

## Ready for More?





**How to Find and Get Your Perfect Boss**

A Step-by-Step Guide to Happiness and Fulfillment at Work

**brandon smith**  
the workplace therapist

**You will learn exactly what you need to do to discover and get your perfect boss.**

- ✓ The 2 main reasons why so many of us have pains in the boss
- ✓ How to uncover patterns that keep your career blocked, and break them forever
- ✓ 5 Quizzes to help you assess your situations and decide on which actions will work
- ✓ The #1 most important tactic for revolutionizing your boss relationship
- ✓ How to Get Others to Change 101 - a short course in the hardest human endeavor
- ✓ Getting your boss to like you
- ✓ Switching jobs and finding your perfect boss

**And more!**

## ABOUT THE AUTHOR



Brandon Smith, The Workplace Therapist, has been interviewed by numerous news sources including NPR, Fox News, the Wallstreet Journal, and the Today Show. He's created one of the foremost online resources for professionals trying to make the most of their work, and he's an award-winning business instructor at Emory University and Georgia State University. Brandon is one of the few business experts that has also trained as a clinical therapist. Coaches focus on behaviors that drive performance, and therapists know how to work with emotion and resistors to change. It's this unique combination that allows Brandon to bring exceptional value to his clients seeking to transform themselves and their businesses. He works with companies through his own executive consulting firm, The Worksmiths. Plus, you can find him weekly on [The Brandon Smith Show](#).

### Find Brandon online:

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