

The Seven Basic Rules of Management

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1. Attract/recruit, hire, train, and retain the right people.

- The first, most important task of management is hiring the right people -- "getting the right people on the bus and the wrong people off."
- Don't clone yourself, hire for diversity.
- Hire people, all else being relatively close, with the highest level of Interpersonal (Emotional) Intelligence.
- Next, hire people whose level and scope of multiple intelligences and skills best fit the job.
- Then, hire people who are most passionate about the industry/company/job.
- Train, train, train to hone their skills and to increase their knowledge and productivity.
- Love them so they will stick around.

2. Create, articulate, and communicate your uplifting vision, values, and mission.

- Mission: "Why we exist."
- Values: "What we believe in."
- Vision: "What we want to be."
 - "I have a dream."
- Continually manage to the mission and keep your eye on the vision.
- External and internal communications should always refer to and/or reinforce and be consistent with your meaningful mission and values.
- Tell stories to teach your vision, values, and mission and make them memorable.
- "To make a profit" or "to make budget" is not an inspiring, meaningful mission or value.

3. Create (or transform to) a culture of *innovation* and continually communicate and reinforce the core values of that culture.

- Culture: "The way we do things around here."
- Core Values: "What we believe in."
- Innovation: "Make mistakes."

4. *Craft strategies* that focus on realizing the vision, adhering to the values, and accomplishing the mission.

- Strategy: "Our game plan for how we win."
 - Winning = Getting more than your fair share.

5. Communicate what results you expect and how people will be evaluated.

- Results:

- Results are politically defined and are different in each organization.
- Quality and customer-satisfaction results before monetary results.
- If quality and customer satisfaction are not in your mission, put them there.
 - But don't forget about monetary results.

- Evaluation:

- Set standards and expectation levels high (Big Hairy, Audacious Goals -- BHAGs).
- Set teamwork, cooperation, innovation, and quality standards.
- "Be tough on standards, not on people."
- Communicate rewards and *consequences*.
- Follow through precisely – don't exaggerate or minimize – be honest.
- Evaluate people based on performance in getting the results that have been mutually agreed on, not on personality.

6. Coach all of your associates as if they were volunteers.

- Like they don't *have* to work for you or your team.
- Like they are working only to accomplish your team's meaningful purpose or mission (not for money).
- Like their work gives them a sense of satisfaction (intrinsic motivation).
- Like they are working for the fun of working *with* you and their teammates.
- Be a coach (encouraging, supporting, caring, facilitative, accessible).

- Coaching = Listening openly and carefully to your team.
 - Ask yourself if *you* need to change your style.
 - Encourage dissent and catharsis.
 - Create regular, *safe* mechanisms for feedback from the team to you.
 - Create mechanisms for regular feedback to your team.
 - Once-a-year performance appraisals or reviews aren't enough.
 - Imagine a coach going over game films only once a season.
- Create an atmosphere of trust on your team.
 - You get from people what you give them.

7. Find wins to celebrate.

- Slice Big Hairy, Audacious Goals into smaller objectives that can create short-term wins to show success is possible.
 - Always try to make associates feel like winners.
- Nothing works like recognition.
 - People crave it and will quit without it.
- Make celebrations fun.

Summary

1. Attract/recruit, hire, train, and retain the right people
2. Create, articulate, and communicate your uplifting vision, values, and mission.
3. Create (or transform to) a culture of *innovation*, and continually communicate and reinforce the core values of the culture.
4. Craft strategies that focus on realizing the vision, adhering to the values, and accomplishing the mission.

5. Communicate what results you expect and how people will be evaluated.
 6. Coach all of your associates as if they were volunteers.
 7. Find wins to celebrate.
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- ❑ Be a nurse, not a boss.