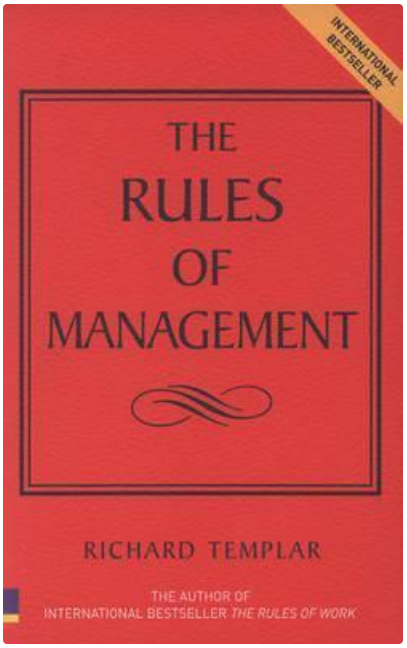
SoBrief



Rules of Management

The Definitive Guide to Managerial Success

by **Richard Templar** | 2005 | 208 pages

3.88 ★★★½☆ 1k+ ratings

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Key Takeaways

1. Manage Processes, Not People: Empower Your Team

> *The mistake a lot of managers make is to think they are managing people.*

Focus on systems. Instead of micromanaging individuals, concentrate on creating efficient processes and strategies. This approach allows team members to manage themselves, freeing you to focus on the bigger picture. For example, instead of telling a sales team how to make each call, create a sales process that they can follow and adapt.

Empowerment is key. When you manage processes, you empower your team to take ownership of their work. This fosters a sense of responsibility and encourages them to find their own solutions. This can be achieved by:

- Clearly defining roles and responsibilities
- Providing the necessary resources and training
- Giving them autonomy to make decisions within their scope

Strategic management. By managing processes, you shift your focus from day-to-day tasks to long-term strategy. This allows you to see the big picture, identify opportunities, and guide your team towards success. This also means you can focus on planning, setting goals, and monitoring progress, rather than getting bogged down in the details.

2. Emotional Investment: Make Them Care

Get them convinced—because it is true of course—that what they do makes a difference.

Meaningful work. To get the best from your team, you must inspire them to care about what they do. Help them see the relevance of their work and how it impacts people's lives. For example, a customer service team can be shown how their work helps customers solve problems and improve their lives.

Instill pride. Find value in every role and instill pride in those who do it. Even seemingly mundane tasks contribute to the overall success of the organization. For example, a data entry clerk can be shown how their work ensures accurate records and helps the company make informed decisions.

Tap into intrinsic motivation. People want to be valued and useful. By tapping into this intrinsic motivation, you can create a team that is engaged, passionate, and committed to their work. This can be achieved by:

- Recognizing and appreciating their contributions
- Providing opportunities for growth and development
- Creating a positive and supportive work environment

3. Realistic Targets: Achieve, Don't Just Stretch

When I say realistic, I don’t say lower or easy-to-achieve targets. I say realistic.

Achievable goals. Set targets that are challenging but achievable. Unrealistic targets can demotivate your team and lead to burnout. For example, instead of setting a sales target that is double last year's, set a target that is 10-20% higher, based on market analysis and team capabilities.

Feedback loop. If your bosses set unrealistic targets, feed that back to them. Don't argue or procrastinate; ask how they think the targets could be achievable. This approach helps to ensure that targets are based on reality and not just wishful thinking.

Marry expectations. You must marry what your team is capable of with what your bosses expect. This requires open communication and a willingness to negotiate. For example, if your team is struggling to meet a deadline, communicate this to your boss and suggest a more realistic timeline.

4. Meetings That Matter: Be Brief, Be Effective, Be Fun

Decide in advance what the objective of the meeting is and

Purpose-driven meetings. Meetings should have a clear objective. Decide in advance what you want to achieve and make sure the meeting stays focused on that goal. For example, a meeting to brainstorm ideas should not turn into a status update.

Time management. Keep meetings brief and effective. Start on time, don't wait for latecomers, and end as soon as the objective is met. Holding meetings at the end of the day can help keep them shorter, as people are eager to go home.

Engaging environment. Make meetings fun by allowing people to be themselves and share their ideas. This doesn't mean being silly or stupid, but rather creating a relaxed and open atmosphere. For example, allow people to share stories or anecdotes that lighten the mood.

5. Develop Your Team: Make Them Better Than You

> *You have to make members of your team better than you, which means trusting them.*

Cultivate talent. Encourage your team to grow and develop their skills. Provide them with the best resources and training to help them reach their full potential. For example, offer training courses, mentorship programs, and opportunities to take on new challenges.

do. This requires a high level of self-assurance and a willingness to let go. For example, delegate tasks to team members and give them the autonomy to make decisions.

Habit of success. After you've built a good team, it gets in the habit of having you as the manager, and then it feels comfortable with that and doesn't mutiny or overtake you. Teams do that only when they feel resentful or mistrusted. So bring 'em on and train 'em up and make 'em better.

6. Lead by Example: Set the Standard

> *If you don’t set the standard, raise the tone, be the person you want your team to be, then you won’t be a truly great manager.*

Be the role model. Your team will take their lead from you. If you play dirty, backstab, or are unethical, your team will follow suit. On the other hand, if you are hardworking, respectful, and ethical, your team will be inspired to do the same.

Positive attitude. If you whine, complain, or take a negative view, your team will copy those things instead. You must set the standard by being positive, enthusiastic, and proactive. For example, approach every task with enthusiasm and a can-do attitude.

Consistent behavior. Be the person you want your team to be. Treat people

7. Clear Boundaries: Firm, Fair, and Consistent

> *The good thing with clear boundaries and zero tolerance is you have a finite line—a yardstick by which you can judge everything.*

Zero tolerance. Set clear boundaries and practice zero tolerance to survive. If you are seen to be soft, they'll take advantage. For example, if timekeeping is a key boundary, then be consistent in enforcing it.

Key boundaries. Decide on your few key boundaries that are important to you, the team, and the business. Make them clear and firm. For example, dress code, customer care, and deadlines.

Team focus. Remember you are dealing with a team and not an individual. If you are seen to be soft on one individual, then you must be soft on all. The good manager is firm on inappropriate behavior because this sends out a clear message to all the team.

8. Delegate and Trust: Offload and Empower

Manage processes, not people. Your job is to manage events, processes, situations, and strategies, but never people. People can manage themselves if you let them. For example, give a gardener the job to do and then let him get on with it.

Trust your team. Give your team a job to do and let them get on with it. Check once or twice to make sure they've done it the way you want it done, and then next time just let them get on with it. For example, delegate tasks to team members and give them the autonomy to make decisions.

Focus on strategy. By delegating tasks, you free yourself up for long-term strategy, seeing the big picture, and planning. This allows you to focus on the real job of management. For example, spend time planning for the future, rather than getting bogged down in day-to-day tasks.

9. Embrace Mistakes: Learn and Grow

> *Tell me and I'll remember for an hour; show me and I'll remember for a day; but let me do it and I'll remember forever.*

Learning through doing. People learn best by doing, and that means they will make mistakes. You must let them make mistakes if they are to progress. For example, let a new team member handle a client call, even if they might make a mistake.

Progress through mistakes. The spilling process is important; you have to let them do it; and they will progress to not spilling but only after they get the spilling out of the way first. Make sure you have your cloth behind your back ready to mop up after them.

10. Be Decisive: Act, Don't Hesitate

> *Better to jump and make a mistake than to sit there too frightened to make a move.*

Courage to decide. Be decisive, even if it means being wrong sometimes. Indecision can be more damaging than making the wrong choice. For example, if you have to choose between two options, make a decision and move forward.

Learn from errors. If you make the wrong decision, learn from it and move on. Don't dwell on your mistakes; use them as an opportunity to grow. For example, analyze what went wrong and make a plan to prevent it from happening again.

Dynamic leadership. Be dynamic and bold. Don't be afraid to take risks. The instinctive manager around whom anything can happen—and will. If you want to sit on a fence, go find another book to read.

and Protect

> *You have to buckle down and just do it.*

Ruthless efficiency. Get the basic job done, get it done well, and work extremely hard at it. You have to be organized, dedicated, focused, and ruthlessly efficient. For example, clear your desk, use lists, and set deadlines.

Value your time. Know what your time is worth and make sure you are using it productively and profitably. Cut out time-wasting activities and focus on what is important. For example, avoid pointless meetings and prioritize tasks that contribute to the bottom line.

Proactive planning. Put aside time each week for forward planning. Ask yourself how you can improve, innovate, and stay ahead of the game. For example, spend 30 minutes each week thinking about new strategies and opportunities.

12. Be a Leader: Inspire, Connect, and Serve

> *You are the most important person on your team, and you'd better know it.*

Set the tone. You are the most important person on your team because everyone else will take their lead from you. You set the bar. If you shine, everyone shines. If you fail, everyone fails.

Inspire loyalty. Inspire loyalty and team spirit by rewarding, praising, and trusting your team. Genuinely care about them and their lives. For example, celebrate successes, offer encouragement, and be kind.

Serve your team. Be a leader who serves your team. Get them the best resources, train them to take over from you, and trust them to get on with it. For example, fight for your team, get them the best resources, and let them know you are on their side.

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Review Summary

3.88 out of 5

Average of 1k+ ratings from Goodreads and Amazon.

The Rules of Management receives mostly positive reviews, with an average rating of 3.88/5. Readers appreciate its concise, practical approach to management principles, covering both team and self-management. Many find it useful for both new and experienced managers, praising its straightforward style and actionable advice. Some reviewers note that while the content is valuable, the writing can be simplistic. The book is commended for its comprehensive

coverage of management topics and its ability to remind readers of important practices they may have overlooked.

About the Author

Richard Templar is a bestselling author known for his insightful observations of human behavior and success principles. His "Rules" series of books has sold over 1 million copies worldwide, resonating with readers seeking practical guidance for personal and professional growth. Templar's writing style is characterized by its straightforward approach, distilling complex concepts into easily digestible rules and tips. His work focuses on identifying the subtle differences between highly successful individuals and others, offering readers actionable strategies to emulate these behaviors. Templar's books cover a wide range of topics, including management, work, life, and wealth, making his insights applicable to various aspects of personal development and career advancement.

Other books by *Richard Templar*

The Rules Of Work

Richard Templar

The Unspoken Truth

The Rules of Wealth

Richard Templar

The Rules of Money

Richard Templar