

INTERNATIONAL BEST-SELLING SERIES

THE
RULES
OF
MANAGEMENT

EXPANDED EDITION



A Definitive Code for
Managerial Success

RICHARD TEMPLAR

The author of the international best-seller *The Rules of Work*

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Contents

Part I	Managing Your Team	1
1	Get Them Emotionally Involved	4
2	Know What a Team Is and How It Works	6
3	Set Realistic Targets—No, Really Realistic	8
4	Hold Effective Meetings...	10
5	...No, Really Effective	12
6	Make Meetings Fun	14
7	Make Your Team Better Than You	16
8	Know Your Own Importance	18
9	Set Your Boundaries	20
10	Be Ready to Prune	22
11	Offload as Much as You Can—or Dare	24
12	Let Them Make Mistakes	26
13	Accept Their Limitations	28
14	Encourage People	30
15	Be Very, Very Good at Finding the Right People	32
16	Hire Raw Talent	34
17	Take the Rap	36
18	Give Credit to the Team When It Deserves It	38
19	Get the Best Resources for Your Team	40
20	Celebrate	42
21	Keep Track of Everything You Do and Say	44
22	Be Sensitive to Friction	46
23	Create a Good Atmosphere	48
24	Inspire Loyalty and Team Spirit	50
25	Have and Show Trust in Your Staff	52
26	Respect Individual Differences	54
27	Listen to Ideas from Others	56
28	Adapt Your Style to Each Team Member	58
29	Let Them Think They Know More Than You (Even if They Don't)	60
30	Don't Always Have to Have the Last Word	62

31	Understand the Roles of Others	64
32	Ensure People Know Exactly What Is Expected of Them	66
33	Have Clear Expectations	68
34	Use Positive Reinforcement Motivation	70
35	Don't Try Justifying Stupid Systems	72
36	Be Ready to Say Yes	74
37	Train Them to Bring You Solutions, Not Problems	76

Part II Managing Yourself 79

38	Work Hard	82
39	Set the Standard	84
40	Enjoy Yourself	86
41	Don't Let It Get to You	88
42	Know What You Are Supposed to Be Doing	90
43	Know What You Are Actually Doing	92
44	Value Your Time	94
45	Be Proactive, Not Reactive	96
46	Be Consistent	98
47	Set Realistic Targets for Yourself—No, Really Realistic	100
48	Have a Game Plan, but Keep It Secret	102
49	Get Rid of Superfluous Rules	104
50	Learn from Your Mistakes	106
51	Be Ready to Unlearn—What Works, Changes	108
52	Cut the Crap—Prioritize	110
53	Cultivate Those in the Know	112
54	Know When to Kick the Door Shut	114
55	Fill Your Time Productively and Profitably	116
56	Have a Plan B and a Plan C	118
57	Capitalize on Chance—Be Lucky, but Never Admit It	120
58	Recognize When You're Stressed	122
59	Manage Your Health	124
60	Be Prepared for the Pain and Pleasure	126
61	Face the Future	128
62	Head Up, Not Head Down	130
63	See the Forest <i>and</i> the Trees	132
64	Know When to Let Go	134

65	Be Decisive, Even if It Means Being Wrong Sometimes	136
66	Adopt Minimalism as a Management Style	138
67	Visualize Your Plaque	140
68	Have Principles and Stick to Them	142
69	Follow Your Intuition	144
70	Be Creative	146
71	Don't Stagnate	148
72	Be Flexible and Ready to Move On	150
73	Remember the Object of the Exercise	152
74	Remember That None of Us Has to Be Here	154
75	Go Home	156
76	Keep Learning—Especially from the Opposition	158
77	Be Passionate and Bold	160
78	Plan for the Worst, but Hope for the Best	162
79	Let the Company See You Are on Its Side	164
80	Don't Bad-Mouth Your Boss	166
81	Don't Bad-Mouth Your Team	168
82	Accept that Some Things Bosses Tell You to Do Will Be Wrong	170
83	Accept That Bosses Are as Scared as You Are at Times	172
84	Avoid Straitjacket Thinking	174
85	Act and Talk as if One of <i>Them</i>	176
86	If in Doubt, Ask Questions	178
87	Show You Understand the Viewpoint of Underlings and Overlings	180
88	Add Value	182
89	Don't Back Down—Be Prepared to Stand Your Ground	184
90	Don't Play Politics	186
91	Don't Criticize Other Managers	188
92	Share What You Know	190
93	Don't Intimidate	192
94	Be Above Interdepartmental Warfare	194
95	Show That You'll Fight to the Death for Your Team	196
96	Aim for Respect Rather Than Being Liked	198
97	Do One or Two Things Well and Avoid the Rest	200
98	Seek Feedback on Your Performance	202

99	Maintain Good Relationships and Friendships	204
100	Build Respect—Both Ways—Between You and Your Customers	206
101	Go the Extra Mile for Your Customers	208
102	Be Aware of Your Responsibilities	210
103	Be Straight at All Times and Speak the Truth	212
104	Don't Cut Corners—You'll Get Discovered	214
105	Find the Right Sounding Board	216
106	Be in Command and Take Charge	218
107	Be a Diplomat for the Company	220
	End Game	222

Introduction

Strange thing, management. It's something few of us set out in life to do, yet most of us find ourselves doing at some point.

Careers adviser: What would you like to do when you leave school?

16-year-old: I want to be a manager.

Did this happen to you? No, me neither. But here you are anyway.

As a manager you are expected to be a lot of things. A tower of strength, a leader and innovator, a magician (conjuring up pay raises, resources and extra staff at the drop of a hat), a kindly uncle/aunt, a shoulder to cry on, a dynamic motivator, a stern but fair judge, a diplomat, a politician, a financial wizard (no, this is quite different from being a magician), a protector, a savior and a saint.

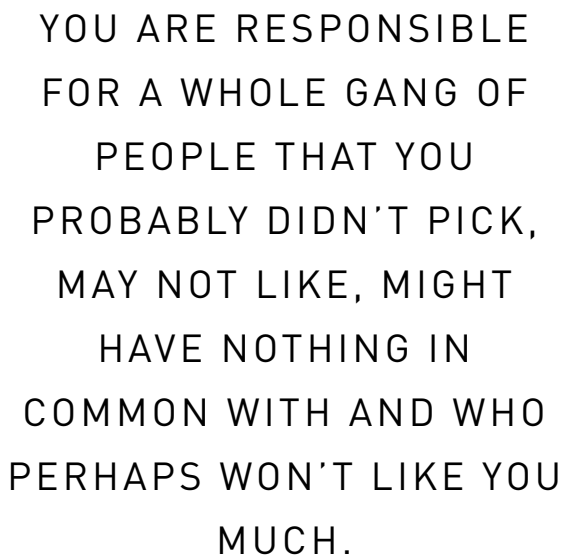
You are responsible for a whole gang of people that you probably didn't pick, may not like, and might have nothing in common with and who perhaps won't like you much. You have to coax out of them a decent day's work. You are also responsible for their physical, emotional, and mental safety and care. You have to make sure they don't hurt themselves—or each other. You have to ensure they can carry out their jobs according to whatever rules your industry warrants. You have to know your rights, their rights, the company's rights, and the government's rights.

And on top of all this, you're expected to do your job as well.

Oh yes, and you have to remain cool and calm—you can't shout, throw things, or have favorites. This management business is a tall order....

You are responsible for looking after and getting the best out of a team. This team may behave at times like small children—and you can't smack them* (or possibly even fire them). At other times they will behave like petulant teenagers—sleeping in late, not showing up, refusing to do any real work if they do show up, quitting early—that sort of thing.

Like you, I've managed teams (in my case, up to 100 people at a time). People whose names I was expected to know and all their little foibles—ah, Heather can't work late on a Tuesday because her daughter has to be picked up from her play group. Trevor is color blind, so we can't use him at the trade show.



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* Yes, yes, I know you can't smack children either. I was just making a point. Please don't email me.

Mandy sulks if left to answer the phones at lunchtime and loses customers. Chris is great in a team but can't motivate herself to do anything solo. Ray drinks and shouldn't be allowed to drive anywhere.

As a manager, you are also expected to be a buffer zone between higher management and your staff. Nonsense may come down from on high but you have to a) sell it to your team, b) not groan loudly or laugh, and c) get your team to work with it even if it is nonsense.

You also have to justify the "no pay raises this year" mentality even if it has just completely demotivated your team. You will have to keep secret any knowledge you have of takeovers, mergers, acquisitions, secret deals, senior management buy-outs and the like, despite the fact that rumors are flying and you are being constantly asked questions by your team.

You are responsible not only for people but also for budgets, discipline, communications, efficiency, legal matters, union matters, health and safety matters, personnel matters, pensions, sick pay, maternity leave, paternity leave, holidays, time off, time sheets, tight deadlines and leaving presents, industry

AS A MANAGER, YOU ARE
ALSO EXPECTED TO BE A
BUFFER ZONE BETWEEN
HIGHER MANAGEMENT AND
YOUR STAFF.

standards, fire drills, first aid, fresh air, heating, plumbing, parking spaces, lighting, stationery, resources, and tea and coffee. And that's not to mention the small matter of customers.

And you will have to fight with other departments, other teams, clients, senior bosses, senior management, the board, shareholders and the accounts department. (Unless of course you are the manager of the accounts department.)

You are also expected to set standards. This means you are going to have to be an on-time, up-front, smartly dressed, hardworking, industrious, late-staying, early-rising, detached, responsible, caring, knowledgeable, above-reproach juggler. Tall order.

You also need to accept that as a manager you may be ridiculed—think *The Office*—and possibly even judged by your staff, shareholders and the public to be ineffective and even superfluous to the carrying out of the actual job in hand.*

And all you wanted to do was your job.... Luckily there are a few hints and tips that will have you sailing through it looking cool, gaining points, and coming up smelling of roses. These are *The Rules of Management*—the unwritten, unspoken, unacknowledged Rules. Keep them to yourself if you want to stay one step ahead of the game.

* If this all makes you feel a bit bleak about being a manager—don't be. Managers are the stuff that runs the world. We get to lead, to inspire, to motivate, to guide, to shape the future. We get to make a difference to the business and to people's lives. We get to make a real and positive contribution to the state of the world. We get not only to be part of the solution but also to provide the solution. We are the sheriff and the marshal and the ranger all rolled into one. We are the engine and the captain. It's a great role and we should relish it—it's just not always an easy role....

Management is an art and a science. There are textbooks of thousands of pages devoted to how to do it. There are countless training courses. (You've probably been on a few.) However, what no textbook contains and no training course includes are the various "unwritten" rules that make you a good, effective and decent manager—the *Rules of Management*. Whether you are responsible for only one or two people or thousands—it doesn't matter. The Rules are the same.

You won't find anything here you probably didn't already know. Or if you didn't know it, then you will read it and say, "But that's really obvious." Yes, it is all really obvious, if you think hard enough about it. But in the fast-paced, frantic, just-about-coping kind of life we lead, you may not have thought about it lately. And what isn't so obvious is whether you do it.

It's all very well saying "But I know that already." Yes, as a smart person you probably do, but ask yourself honestly for each rule: Do you put it into practice, carry it out, work with it as standard? Are you sure?

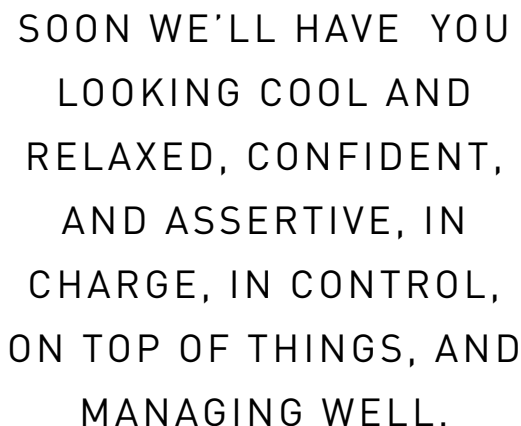


MANAGEMENT IS AN ART
AND A SCIENCE.

I've arranged these Rules for you into two sections:

- Managing your team
- Managing yourself

I think that should be fairly simple. The Rules aren't arranged in any particular order of importance—the first ones aren't more important than later ones or vice versa. Read them all and then start to put them into practice, adopting the ones that seem easiest to you first. A lot of them will flow together so that you can begin to carry them out simultaneously, unconsciously. Soon we'll have you looking cool and relaxed, confident, and assertive, in charge, in control, on top of things, and managing well. Not bad considering it wasn't too long ago you were shoulder to the wheel, nose to the grindstone, ear to the ground and back to the wall. Well done you.



SOON WE'LL HAVE YOU
LOOKING COOL AND
RELAXED, CONFIDENT,
AND ASSERTIVE, IN
CHARGE, IN CONTROL,
ON TOP OF THINGS, AND
MANAGING WELL.

Before we begin, it might be worth taking a moment or two to determine what exactly we all mean by “management.” And that isn’t as easy as it sounds. For my money we are all managers—parents, the self-employed, the entrepreneur, the employed, even the ones who inherited wealth. We all have to “manage.” It might only be ourselves, but we still have to cope, to make the best use of the resources available, motivate, plan, process, facilitate, monitor, measure success, set standards, budget, execute, and work. It’s just that some of us have to do all that with bigger teams. But the fundamental stuff doesn’t change.

The Harvard Business School defines a manager as someone who “gets results through other people.” The great management consultant Peter Drucker says a manager is someone who has the responsibility to plan, execute, and monitor; whereas the Australian Institute of Management definition of a manager is a person who “plans, leads, organizes, delegates, controls, evaluates, and budgets in order to achieve an outcome.” I can go along with that.

It can get very wordy and complex:

A Manager is an employee who forms part of the organization’s management team and is accountable for exercising delegated authority over human, financial, and material management to accomplish the objectives of the organization. Managers are responsible for managing human resources, communicating, practicing and promoting the corporate values, ethics and culture of the organization, and for leading and managing change within the organization. (The Leadership Network, California)

Fine, whatever. We are all managers in whatever form or shape we think, and we all have to get on with the job of managing. Anything that makes our life simpler is a bonus. Here are the simple Rules of Management. They aren’t devious or

underhand. Actually they are all pretty obvious. But if you think about each carefully and implement each without fail, you'll be amazed what a difference it will make to your work and your life.

You may *know* everything in this book, but do you *do* it? This book will help motivate you into doing what you already know.

Let's get on with it....

PART I

MANAGING
YOUR TEAM

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We all have to work with people. These may be loosely known as a team or a department or a squad or a crew—even a posse. It doesn't matter. The mistake a lot of managers make is to think they are managing people. They think that people are their tools, their stock-in-trade. Make the people successful and you have the successful manager—or so the theory goes.

But unfortunately this is a myth, and we need to see that the real role of the manager is to manage processes rather than people. People can manage themselves if you let them. What you need to be concentrating on is the real job of management—the strategy. The team is merely a means to fulfilling that end. If all your people could be replaced by machines—and how many of us haven't prayed that this might happen?—we would still need a strategy, still need to manage the process.

Of course we, as managers, have to work with real flesh-and-blood people, and we have to know what motivates them, how they think and feel, why they come to work, why they give their best (or their worst), what they are afraid of, what they hope and dream for. We shall have to encourage them, coach them, give them the resources to do their job and manage themselves, oversee their processes, and set their strategy for them. We will worry about them, look out for them, be on their side, and support them. But we won't manage them. We will let them manage themselves, and we shall concentrate on our real role as a manager.

Get Them Emotionally Involved

You manage people. People who are paid to do a job. But if it is “just a job” to them, you’ll never get their best. If they come to work looking to clock in and clock out and do as little as they can get away with in between, then you’re doomed to failure, my friend. On the other hand, if they come to work looking to enjoy themselves, looking to be stretched, challenged, inspired, and get involved, then you have a big chance to get the best out of them. Trouble is, the jump from drudge to super team is entirely up to you. It is you that has to inspire them, lead them, motivate them, challenge them, and get them emotionally involved.

That’s OK. You like a challenge, don’t you? The good news is that getting a team emotionally involved is easy. All you have to do is make them care about what they are doing. And that’s easy, too. You have to get them to see the relevance of what they are doing, how it makes an impact on people’s lives, how they provide for the needs of other human beings, and how they can reach out and touch people by what they do at work. Get them convinced—because it is true of course—that what they do makes a difference, that it contributes to society in some way rather than just lines the owner’s or shareholders’ pockets, or ensures that the chief executive gets a big fat pay check.

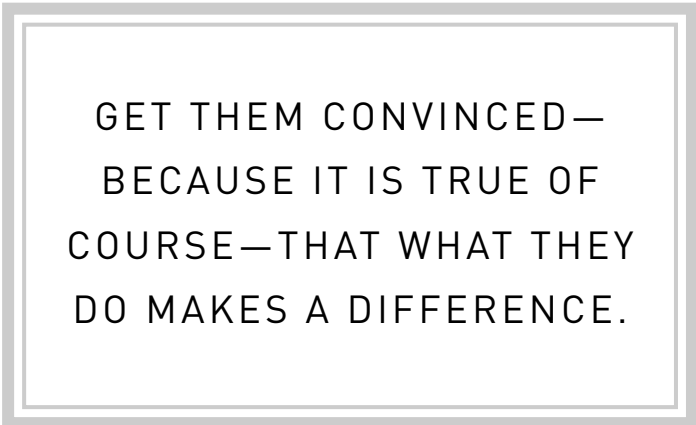
And yes, I know it’s easier to show how they contribute if you manage nurses rather than an advertising sales team, but if you think about it, then you can find value in any role and instill pride in those who do whatever job it is. Prove it? OK. Well, those who sell advertising space are helping other companies, some of which may be very small, reach their markets.

RULE 1

They are alerting potential customers to things they may have wanted for a long time and may actually need. They are keeping the newspaper or magazine afloat as it relies on ad sales income, and that magazine or newspaper delivers information and gives pleasure to the people who buy it. (Otherwise they wouldn't, would they?)

Get them to care because that's an easy thing to do. Look, this is a given. Everyone deep down wants to be valued and to be useful. The cynics will say this is nonsense, but it is true, deep down true. All you have to do is reach down far enough, and you will find care, feeling, concern, responsibility, and involvement. Bring all that stuff up, and they'll follow you forever and not even realize why.

Oh, just make sure that you've convinced yourself first before you try this out on your team. Do you believe that what you do makes a positive difference? If you're not sure, reach down, deep down, and find a way to care....



GET THEM CONVINCED—
BECAUSE IT IS TRUE OF
COURSE—THAT WHAT THEY
DO MAKES A DIFFERENCE.

Know What a Team Is and How It Works

So what is a team and how does it operate? If we are going to be successful managers we have to know the answers to these questions.

A team isn't a collection of people. It is an organization with its own dynamics, qualities, and conventions. Without knowing these things, you will flounder. Knowing them, you can work your team to achieve greatness.

In every team there are a variety of people all pushing and shoving in different directions and with unequal force. Some shove louder, if you know what I mean. Others are happy to push from the back. Others don't appear to be doing anything, but you'll need them for ideas.

If you haven't looked at team dynamics before, I urge you to read Meredith Belbin's *Management Teams: Why they succeed or fail*.^{*} (If you have, go right to the next Rule.) This is designed for managers concerned with achieving results by getting the best from their key people. I'll paraphrase what he says, but I do urge you to practice what he preaches.

Belbin says that there are nine team roles—and we all carry out one or more functions of these team roles. Yes, it is fun to identify our own, but it is much more useful to identify your team's and then work with that information.

The nine team roles are the Plant (that's the ideas person), the Resource Investigator, the Coordinator, the Shaper, the Monitor Evaluator, the Team Worker, the Implementer,

^{*} R. Meredith Belbin, *Management Teams: Why They Succeed or Fail*, Butterworth-Heinemann, 3rd edition, 2010.

RULE 2

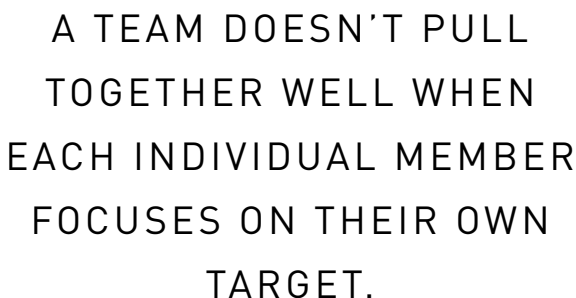
the Completer, and the Specialist. If you want to know more, you'll have to read the book.

Now you know who you might have on your team. So what exactly is a team, and how are you going to make yours more effective? Again, read Belbin and also come to understand a team is a group where all the members focus on a collective target. A team doesn't pull together well when each individual member focuses on their own target—be that just getting to the end of the day, their own personal progress, how to appease the boss (that's you, by the way), use work as a social club, and so on.

You'll know you have a team when you hear “we” and “us” more often than “I” and “me.”

You'll know you have a team when difficult decisions become easy—because someone says, “It's OK, we're all in this together.”

You'll know you have a team when the team tells you it is a team.



A TEAM DOESN'T PULL
TOGETHER WELL WHEN
EACH INDIVIDUAL MEMBER
FOCUSES ON THEIR OWN
TARGET.

Set Realistic Targets—No, Really Realistic

When I was doing the research for this book, someone said that setting realistic targets was unrealistic and that all targets should be “stretching” ones because that would impress the board. Now, can you see the problem here? Yep, we’re not talking here about motivating a team, getting a job done, and creating an atmosphere of success and creativity. No, we’re talking about impressing the board. Now on paper that might be a smart thing to do if your board is made up of monkeys, but I bet it isn’t. I bet it’s made up of pretty shrewd folks who would see through a maneuver like that in a nanosecond.

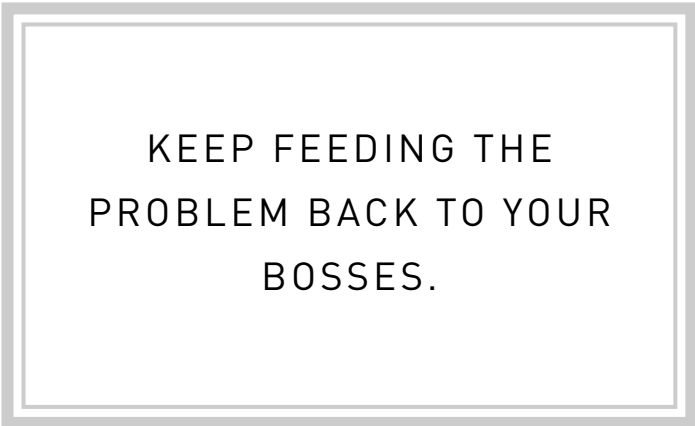
When I say realistic, I don’t say lower or easy-to-achieve targets. I say realistic. That might mean taxing. It might mean a struggle. It might mean your team has to redouble its efforts, work harder, longer, and brighter. But Rule 3 says realistic and that means achievable, within your grasp. And yes, you might have to stretch a bit.

Realistic means you know what your team is capable of and what is expected of it by your bosses. Somehow you will have to marry the two to keep both sides happy. You can’t pressure your team out of existence, nor can you let your bosses think you’re slacking.

If your bosses insist on setting targets that aren’t realistic, you must feed that back to them. Don’t argue or procrastinate; feed it back to them. Ask how they think the targets could be achievable. Say they are unrealistic. Be very well prepared; make your case that the targets are unrealistic, and ask again how they think they could be achieved. Suggest a realistic target of your own, well supported by facts and figures. Keep

RULE 3

feeding the problem back to your bosses and asking for clarification. Sooner or later they must set a more realistic target or order you to achieve the impossible. Either way, you are absolved of the problem. If they set realistic targets, then all you need to do is meet them. (You know you can do this.) If they order you to fulfil unrealistic ones, you are also in the clear; when you fail to achieve the unachievable, you can explain that at the time you did register your protest and bring your case back to them.



KEEP FEEDING THE
PROBLEM BACK TO YOUR
BOSSES.

RULE 4

Hold Effective Meetings...

We've all been to them—the meetings that drag on, people who ramble, agendas written on the back of an envelope or in the spur of the moment, any-other-business surprises, lack of information, and insufficient notice.

As a manager you will have to hold meetings. Make them effective. Decide in advance what the objective of the meeting is and make sure you meet that objective.

Basically, meetings have only four purposes:

- To create and fuse a team
- To impart information
- To brainstorm ideas (and make decisions)
- To collect information (and make decisions)

Some meetings might well take in one or more of these, but you should still be aware of that and add it into your objective. If your meeting is to impart information, then do it and get the hell out. If it's a discussion about that information you want, then that's a different type of meeting and as such should have different objectives.

Be aware that some meetings are there to help your team meet each other, bond, socialize together, find out about each other, and see you in your true role as team leader.

RULE 4

If you want your meetings to be effective, then remain firmly in control—no wishy-washy democracies here. You are the manager and you are in charge—end of story. To be effective you shouldn't allow anyone to reminisce, ramble, jabber on, or refuse to shut up or relax. Keep 'em moving fast and get them out of the door as soon as you can.

DECIDE IN ADVANCE WHAT
THE OBJECTIVE OF THE
MEETING IS AND MAKE
SURE YOU MEET THAT
OBJECTIVE.

...No, Really Effective

Right, now you're sure this meeting is necessary, and what it's for, let's keep it as brief and effective as possible.

Hold all meetings at the end of the day rather than at the beginning. Everyone's anxious to go home, and it keeps meetings shorter; at the beginning of the day, everyone has hours to digress and chat. Unless of course it is a bonding meeting; you can cheerfully hold them at the beginning of business.

See how many meetings you could hold by email, phone, or one-to-one. (Cut out everyone who isn't absolutely essential.)

Start all meetings on time. Never wait for anyone. Never go back over stuff for latecomers. If they've missed something vital, they can get it from others after the meeting, and it'll teach 'em to be on time next time. Useful tip—never schedule meetings to begin exactly on the hour, always say 3:10 p.m. rather than 3 o'clock. You'll find people will always be more punctual if you set an "odd" time. Try 3:35 p.m. if you want to be really wacky.

Schedule the meeting far enough in advance—but not too far—so that no one can say they had something else to do. Confirm the day before with everyone to make sure they have remembered and can make it.

You decide who keeps the minutes—and make sure he does, and to your liking. You don't have to be bossy or aggressive about this, just firm, friendly, and utterly in control.


Make sure every point on the agenda ends up with an action plan—no action plan means it was just a chat. Or make a decision of course.

RULE 5

You don't do "any other business"—ever. If it's important it should be on the agenda. If it isn't, then it shouldn't be there at all. "Any other business" is invariably someone trying to get something over on someone else. Don't allow it—ever.

If meetings are getting too big—more than six people—start to subdivide them into committees, and get your committees to report back.

And most important of all—engrave this one on your heart—all meetings must have a definite purpose. At the end of the meeting you must be able to say whether you met that purpose. Oh yes, and hold all meetings on uncomfortable chairs (or standing, à la *West Wing*)—that speeds things up considerably.



START ALL MEETINGS ON
TIME. NEVER WAIT FOR
ANYONE.