

THE INTERNATIONAL  
BESTSELLING SERIES

THE  
RULES  
OF  
MANAGEMENT

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THE  
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OF  
MANAGEMENT

# The Rules of Management

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Publisher's acknowledgements

Introduction

Managing your team

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- 2 Know what a team is and how it works
- 3 Set realistic targets - no, really realistic
- 4 Hold effective meetings . . .
- 5 . . . No, really effective
- 6 Make meetings fun
- 7 Make your team better than you
- 8 Know your own importance
- 9 Set your boundaries
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- 12 Let them make mistakes
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- 15 Be very, very good at finding the right people
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- 19 Get the best resources for your team
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- 26 Respect individual differences
- 27 Listen to ideas from others
- 28 Adapt your style to each team member
- 29 Let them think they know more than you (even if they don't)
- 30 Don't always have to have the last word
- 31 Understand the roles of others
- 32 Ensure people know exactly what is expected of them
- 33 Have clear expectations

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- 34 Use positive reinforcement
- 35 Don't try justifying stupid systems
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## Managing yourself

- 38 Work hard
- 39 Set the standard
- 40 Enjoy yourself
- 41 Don't let it get to you
- 42 Know what you are supposed to be doing
- 43 Know what you are actually doing
- 44 Value your time
- 45 Be proactive, not reactive
- 46 Be consistent
- 47 Set realistic targets for yourself - no, really realistic
- 48 Have a game plan, but keep it secret
- 49 Get rid of superfluous rules
- 50 Learn from your mistakes
- 51 Be ready to unlearn - what works, changes
- 52 Cut the crap - prioritise
- 53 Cultivate those in the know
- 54 Know when to kick the door shut
- 55 Fill your time productively and profitably

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- 56 Have a Plan B and a Plan C
- 57 Capitalise on chance - be lucky, but never admit it
- 58 Recognise when you're stressed
- 59 Manage your health
- 60 Be prepared for the pain and pleasure
- 61 Face the future
- 62 Head up, not head down
- 63 See the wood and the trees
- 64 Know when to let go
- 65 Be decisive, even if it means being wrong  
sometimes
- 66 Adopt minimalism as a management style
- 67 Visualise your blue plaque
- 68 Have principles and stick to them
- 69 Follow your intuition
- 70 Be creative
- 71 Don't stagnate
- 72 Be flexible and ready to move on
- 73 Remember the object of the exercise
- 74 Remember that none of us has to be here
- 75 Go home
- 76 Keep learning - especially from the opposition
- 77 Be passionate and bold
- 78 Plan for the worst, but hope for the best

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- 79 Let the company see you are on its side
- 80 Don't bad-mouth your boss
- 81 Don't bad-mouth your team
- 82 Accept that some things bosses tell you to do will be wrong
- 83 Accept that bosses are as scared as you are at times
- 84 Avoid straitjacket thinking
- 85 Act and talk as if one of them
- 86 If in doubt, ask questions
- 87 Show you understand the viewpoint of underlings and overlings
- 88 Add value
- 89 Don't back down - be prepared to stand your ground
- 90 Don't play politics
- 91 Don't slag off other managers
- 92 Share what you know
- 93 Don't intimidate
- 94 Be above interdepartmental warfare
- 95 Show that you'll fight to the death for your team
- 96 Aim for respect rather than being liked
- 97 Do one or two things well and avoid the rest
- 98 Seek feedback on your performance
- 99 Maintain good relationships and friendships
- 100 Build respect - both ways - between you and

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your customers

- 101 Go the extra mile for your customers
- 102 Be aware of your responsibilities
- 103 Be straight at all times and speak the truth
- 104 Don't cut corners - you'll get found out
- 105 Find the right sounding board
- 106 Be in command and take charge
- 107 Be a diplomat for the company

## The Rules for entrepreneurs

- 1 Don't borrow money
- 2 Find a balance
- 3 Plan for the worst
- 4 Have a mission
- 5 Be brutally honest
- 6 Get all the help you can
- 7 Set up a strong culture
- 8 Don't say yes to everything
- 9 Stick by your decisions
- 10 Your time is everyone's time

End game

Had enough yet . . . ?

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