

*SPECIAL REPORT:*

# How To Be An Outstanding Manager

## The 8 Vital Keys To Managing People Effectively

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and the **How To Manage People System**

[www.howtomanagepeople.com](http://www.howtomanagepeople.com)

You're an executive...

Or a professional...

Or a small business owner...

Or an entrepreneur...

Whatever you are, one thing's for sure – you know that to **grow your business, meet (and exceed!) your performance targets, fast-track your career** – or **achieve any other major career or business goal**... you need other people's help.

More precisely, **you need to manage people**.

Easier said than done, right?

I mean, wouldn't it be great if managing people were simply a matter of deciding what needs to be done, telling someone to do it, and have them do it successfully – on time, *without incident*.

In your dreams!

After all we're talking about managing **PEOPLE** – with all their foibles, imperfections and idiosyncrasies.

And then there's **you**.

- Do you find it tough trusting others to perform certain tasks?
- Do find it difficult giving someone else a job that you know you could personally do better and faster?
- Do you think that, no matter what, you *should* do certain things... even though you don't have the time or ability to do them?

If you answered “yes” to any of these questions... then you may well be a **control freak!**

Welcome to the club.

**You see, lots of managers *are* managers *because* they’re control freaks!**

Say what?

Yes, that’s right. Lots of managers have been promoted to management positions, or are the owners of their own businesses, precisely because they’re ambitious, perfectionist, high-achieving control freaks!

That’s certainly been my observation in **16 years of working in several different companies, industries and careers** (among other things, I’ve been a copywriter, marketing manager, IT security business owner, lawyer and info-product marketer... and I’ve worked in small, medium and large organizations).

And I have to admit...

I’m a control freak myself (although I like to think I’m an “enlightened” control freak...).

So don’t get me wrong – I don’t think there’s necessarily anything wrong with being a control freak. After all, if this is you, maintaining absolute control has led you to where you are today, right?

**But if you persist in trying to control everything you may well be on a collision course with the people you manage!**

Because, frankly, if your “control freakishness” translates into **micromanaging, not delegating enough, or “hoarding” tasks that never get done** (because, although you think you can do them, you never get around to doing them)... you’ll end up with a counter-productive – perhaps even hostile – work environment.

And you might as well **kiss goodbye** your dreams of growing your business, meeting your performance targets, fast-tracking your career – or achieving any other major career or business goal.

Because it’s all too true that...

**Many promising careers have ground to a screeching halt because of an inability to manage people.**

**Many growing businesses have imploded because their owners refused to give up absolute control.**

**My husband and I ended up selling our IT security business instead of growing it because, at the time, we couldn't manage or give up control!** (And we were lucky; we made a good profit on the sale... Others end up with nothing...)

Don't let an inability to manage people sabotage your hopes and dreams!

On the other hand – and **regardless of whether or not you're a control freak – imagine how quickly and effortlessly you'll achieve your career and business goals** if you manage a team of people who are:

- Extremely talented at what they do
- Highly motivated to succeed
- Completely trustworthy and reliable
- Loyal and respectful of you, and who commit wholeheartedly to the tasks you set them
- Easy to get along with, and who get along with each other, and
- Hard, diligent workers who get things done right and on time, no matter what.

**Not only will you reach your career and business goals much faster**, but you'll also be able to:

- **Work less**
- **Enjoy your work more**, and
- **Halve your stress level!**

This is what **outstanding managers** experience every day.

But it's not because they're born "outstanding" or "lucky" enough to have great people working for them.

In fact, being an outstanding manager and having great people **begins with you and what you do as a manager**.

And "what you do" is not difficult. It just requires you to understand and commit to **8 vital keys to managing people effectively**.

Let's discuss each of these vital keys in turn.

## Vital Key #1: A “Leverage” Mindset

Essentially, your job as a manager is to allocate resources in order to achieve specific results.

“Resources” includes people, skills, knowledge, time, money, tools – anything that contributes to achieving those results.

Chances are your resources are limited.

But you’re still expected to achieve **great results from those limited resources**, right?

Well, exceptional managers are not only used to this expectation, but they share it – they strive to achieve increasingly better results from whatever limited resources they possess.

In other words, they have a “leverage” mindset.

What will a leverage mindset do for **you**?

For one thing, **armed with a leverage mindset, you’ll instinctively aim to bring out the best in your people.**

You’ll also know **how best to delegate and allocate work** among your team.

You see, related to the principle of leverage is **the principle of comparative advantage**. When you understand and apply the principle of comparative advantage, **you’ll always delegate and allocate work in such a way to generate the best possible results.**

I explain how this principle works in my soon-to-be-released **How To Manage People System** (you can learn more about this below), but suffice to say that when you fully embrace this concept, you’ll free up – and optimize – time, money and other resources you may never knew existed!

## Vital Key #2: Hiring The Right People

The next vital key to managing people effectively is ensuring you have the right people for the job.

Imagine how much more productive and happy the world would be if everyone loved their job!

No more sullen waitresses, no more fake salespeople, no more abrasive receptionists, no more scowling cleaners...

Better quality products... superior customer service... happier customers... more profitable businesses!

Yet, for some reason, companies large and small continue to employ people who are just plain “wrong” for the job.

Sure, they might be “qualified” – they might have the experience and qualifications on paper that suggest they can do the job. They may actually be technically competent. Brilliant even.

**But do they have the passion?**

**Do they enjoy the work?**

**Do they always strive to do their very best?**

And forget the idea that there are some jobs no one likes.

I know of cleaners who delight in transforming a messy, dirty hotel room into a neat, clean, luxurious “home away from home”.

I know of garbage collectors who enjoy lifting up bins and running after garbage trucks.

Heck, even I used to like delivering pamphlets!

Of course, there are also situations where someone might want to do a certain job, but lacks the skills and talent to do it. (For me, lack of skills isn’t a deal breaker; lack of talent always is...)

So the first thing I urge you to do when it comes to managing people, is to determine whether the people working for you really are suited to their jobs.

If you’re pretty sure that one of your staff is *not* right for the job, you’ll need to move them into another role, or out of your team altogether. Perhaps even out of your business or organization.

Why?

**Because they’re never going to be happy working for you** – and that will constantly undermine all your efforts to manage them.

Now, moving someone out of your team (or business) may seem nigh impossible (given the relevant employment laws) or inhumane (depending on the individual’s financial situation) but it needn’t be. You can let someone go in a sensible, legal and compassionate way...

## **Vital Key #3: Treat People As Individuals**

This might seem obvious, but have any of your bosses (now or in the past) ever made a real effort to understand:

- What your ambitions are?

- What motivates you?
- What work you enjoy?
- What work you don't like?
- Who you like working with?
- Who you *don't* like working with?
- How you like to work?
- How you prefer to be managed?

...or anything else about you that's work-related?

If you answered “yes” – congratulations, you not only have a great boss but someone you can model yourself on!

If you answered “no” – well, this is the answer I expected.

And yet, imagine how better you'd get along – and how much better your performance would be – if your boss really understood you!

So... now that you manage people, **think of the power this kind of understanding will give you!**

Because, if you know and understand each of your staff as **individuals**... you'll also know exactly **how to motivate them to produce the best possible results!**

How do you really get to know and understand each member of your team?

Well, you probably can't rely solely on day-to-day interactions and observations.

While you will glean valuable insights from these, I also recommend you make the time to sit down with each member of your team and **ask them** about their work-related interests, preferences, and other details.

And ideally, keep a record of what they say so you can refer to it on an ongoing basis.

## **Vital Key #4: Clearly Define, Communicate and Get Commitment to Goals**

Presumably, you want each person in your team to achieve certain goals – whether it's solving certain problems, reaching specific targets, assuming particular responsibilities, or performing certain duties.

For the sake of simplicity, let's call them all "goals".

Well, as a manager, it's your job to clearly define, communicate and get your staff to wholeheartedly commit to those goals!

Here again, so many managers seem to get this wrong.

They're vague about what they want their employees to achieve... or they don't clearly convey what they want (and by the way, there's no communication unless the person you're talking to *understands* what you say)... or they don't really get their employees' commitment.

It doesn't have to be this way!

- Be clear about what you want.
- Be patient when giving directions.
- Ask your staff to repeat your directions back to you so you know they understand.
- And resolve any doubts or fears they might have so you know they're completely committed to achieving the goal in question.

I'm not saying this is easy – especially if you're busy – but it is crucial if you want people to do the right things, the right way.

## **Vital Key #5: Provide An Environment For Achieving Those Goals**

This is another no-brainer that's often overlooked.

To put it simply, if you want someone to do a particular job, make sure they have all the information, tools, people, budget and other necessary resources to do that job.

And if you're under budgetary and/or hiring constraints, don't insist on your people achieving the impossible! This only creates an unhappy – and possibly antagonistic – environment.

And that doesn't make for high productivity or super performances.

Now, this *doesn't* mean you should hand them everything on a silver platter.

It's important – for the sake of each team member's personal growth and development... and for your sanity – that they discover many things for themselves.

So you need to find a balance between giving each person enough guidance and resources to do the job... and enough scope to solve problems and find resources for themselves.

## **Vital Key #6: Appropriately Monitor, Evaluate and Give Feedback On Performance**

You'll also want to keep tabs on what your staff are doing and give them frequent feedback.... (provided, of course, that the level of frequency is appropriate to the individual in question).

Essentially, to keep everyone on track you'll need to monitor what they're doing, and help guide them if they veer off course.

And there's nothing like regular, positive feedback to build goodwill, keep spirits high, and motivate people. It demonstrates that you appreciate your team member's work, value their contribution, and care about them as an individual.

There is, in fact, a knack to giving positive **and negative feedback**. For one thing, it's always best to give negative feedback immediately... and to always end on something positive.

An **annual performance appraisal** or review is also an important part of monitoring, evaluating and giving people feedback on their performance.

And contrary to how performance appraisals are delivered in many organizations, there should be **no surprises** during this meeting.

After all, if you regularly give your employees feedback, you won't have anything to surprise them with! (Unless, perhaps, you're giving them an unexpected bonus...)

Instead, the performance appraisal should be an opportunity to focus on the big picture – to take stock of the employee's performance over the year, and agree on goals for the coming year.

## **Vital Key #7: Help People Develop To Their Potential**

Under Vital Key #1, I said that, essentially, a manager's job is to allocate resources to achieve certain results.

Well, outstanding managers actually do more than that.

## **Outstanding managers aren't just managers – they're also coaches.**

As such, they don't just focus on their people in terms of fulfilling certain roles. They focus on their people **as people**.

People with hopes, dreams, ambitions, fears, talents, skills and all sorts of other qualities.

People with far greater potential than even they recognize.

Potential that may lead to magnificent accomplishments within their current role, to promotions, or even to positions and responsibilities beyond their current role.

Great managers, in their capacity as coaches, see the potential within each person they manage, and – step-by-step, bit-by-bit – help that person reach that potential.

If this sounds a little too “warm and fuzzy” for you, let me emphasize that coaching – as well as managing – **will benefit you** whether it's in terms of growing and improving the profitability of your business, reaching certain performance targets, accelerating your own career, or realizing other personal benefits.

How?

Because by coaching your staff:

- **You'll build up immense goodwill, trust and loyalty.** This is often worth far more than a pay rise and may enable you to keep top performers even when they're headhunted by others.
- **Each team member will be motivated and empowered** to achieve more than even they think possible.
- **The real stars within your team will probably surprise you** with what they pull off for you and your organization.
- **You'll attract other top performers** – people who want to work for someone who helps them develop to their full potential.
- Even where you discover, through coaching, that a particular employee's true talents lie beyond the job and opportunities you're able to give them... and that the only honest advice you can give them is to move elsewhere... you'll likely receive **other, indirect, long-term benefits**.

**Or direct benefits** – many large management consulting firms, law firms and accounting firms actually help their people get positions at client and prospective client companies... so that their ex-employees will “feed” them work!

Also, please don't think coaching is difficult, or something that only managers at big companies should do. The benefits apply to every type of business, large and small.

And the process itself can be as simple as chatting, one-on-one, with your employee at regular intervals.

Of course, there is a particular approach I recommend you take when coaching someone – even specific things you should say – but that's beyond the scope of this report...

## **Vital Key #8: Systemize Everything!**

The eighth and final vital key to managing people effectively is to systemize all the processes within your area of responsibility.

You see, if there are certain ways of doing things that, if they are done to the letter, always produce the best possible results, then you'll want to ensure those ways are followed again and again.

The process for systemizing something is fairly straightforward. You simply document the "best practice" processes and train the relevant people to follow those processes.

And, just to ensure you, your people and your systems are always improving, you also build in a process for suggesting improvements, testing those suggestions, and systemizing them if they outperform the current way of doing things.

The huge value of systems can be seen in companies like Starbucks and franchise organizations like Subway and McDonalds. Whenever you visit a Starbucks, or a Subway, or a McDonalds, the food is the same, it's prepared the same way, and even the restaurant itself is operated the same way. This is because the staff follows carefully laid out systems designed to ensure the same results every time.

But you may be wondering... if you systemize the processes within your business, or business unit, or department, or team, or group... **does that mean people won't be able to be creative or original?**

**Not at all.**

Depending on the type of business you're in, you'll systemize different types of processes.

For example, when I worked at a large advertising agency, the agency didn't – and couldn't – systemize the process for coming up with an idea for an advertisement...

Brilliant ideas could – and did – spring up at any time, anywhere!

...But the agency could and did systemize the processes for: interviewing the client to find out what kind of advertisement they wanted; conducting consumer research; briefing the copywriter and art director on what type of ad was required; presenting the creative concepts to the client; and numerous other “non-creative” tasks.

My rule of thumb about whether or not to systemize something is simple: **if a given process always delivers the best possible result... systemize it!**

It also follows that you, as a manager, will want to **systemize how you manage**. For example, you’ll probably want a system that incorporates each of the **8 vital keys** to managing people effectively.

**Why leave anything to chance, or to memory, when you can relax in the knowledge that by following a system, you’ll manage your team optimally?**

After all, when you’re in the thick of managing people... when you’re under pressure to achieve certain results... when managing your staff is like herding cats... you won’t want – and you won’t have the luxury – to stop and think about how best to manage them.

Fortunately, with a system that clearly lays out what to do, when and how to do it, you won’t need to. All you’ll need to do is follow the system.

You can create your own system, based on what works for you, or you can model or modify a proven step-by-step people management approach.

## How To Get Started

So there you have the **8 vital keys for managing people effectively**.

I have no doubt that if you apply these principles you’ll transform your workplace into one that’s more joyful, more productive, and much better performing.

And, more importantly, **you’ll be a lot happier and much closer to achieving your goals**.

**But don’t let me deceive you.**

What I’ve described may sound simple... but **it takes commitment, effort... and a system... to put it into practice**.

In fact – and as you’ve probably picked up – everything I’ve shared with you is based on a **complete system for managing people** – the **How To Manage People System**, which includes my controversial book, **How To Manage People (Even If You’re A Control Freak!)** (ISBN 0-9775175-0-0).

Now the **How To Manage People System** is **not available yet** – I'm still finalizing all the components.

**If you're eager to accelerate your management skills**, you must get your hands this powerful, step-by-step employee management system. At the very least, you owe it to yourself to be familiar with what it contains.

[Click here to discover how the How To Manage People System will help you achieve your business, career and personal goals.](#)

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## About The Author

Anna Johnson has managed people in small, medium and large organizations. She has worked as a copywriter for a major advertising agency, a marketing manager for a global fast moving consumer goods company, and a lawyer with one of Australia's leading law firms. She co-started and co-managed her own IT security business from 1997 to 2002, and currently co-owns and manages Internet marketing services firm, **Kikabink** (<http://www.kikabink.com/>), and business and career resource, **Kikabink U** (<http://www.kikabinku.com/>). Anna holds degrees in law, commerce and arts from the University of Melbourne. She lives with her husband Simon and their two daughters in Sydney, Australia.