

# How to Be the Manager Your Employees Need

## High-Structure, High-Substance Communication

### Good Meeting Discipline

The right people, well prepared, on time, with a clear agenda for...

- Communicating the same information to the same people in the same way at the same time
- Brainstorming open questions with multiple constituents
- Planning interdependent work with multiple players

### Regular One-on-Ones at Every Level

Scheduled at least weekly, with a clear agenda specific to every individual

- Talk about the work
- Coaching style dialogue: describe, describe, describe and always point to next steps
- Provide support, guidance, direction, troubleshooting, and help with resource planning

### Make Accountability a Process

Get everyone in the habit of giving an account of their performance on a regular basis

- Clarify expectations every step of the way
- Solve small problems before they turn into big problems every step of the way
- Link rewards with performance whenever possible every step of the way



Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace – and one of the foremost experts on leadership & management practices and supervisory relationships. He is an advisor to business leaders all over the world, and the author/coauthor of numerous books including the classic *MANAGING GENERATION X* (1995), the best-seller *IT'S OKAY TO BE THE BOSS* (2007), *NOT EVERYONE GETS A TROPHY* (Wiley/Jossey-Bass: Revised Updated 2016; originally published 2009), *THE 27 CHALLENGES MANAGERS FACE* (2014) and *BRIDGING THE SOFT SKILLS GAP* (2015). Since founding the management training firm RainmakerThinking, Inc. in 1993, he has been a sought-after keynote speaker and seminar leader.



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# The Fundamentals of Highly-Engaged Management

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## The Eight Fundamentals of Engaged Management

1. Get in the habit of leading every day
2. Take it one person at a time
3. Learn to talk like a performance coach
4. Make accountability a real process
5. Tell people what to do and how to do it
6. Track performance every step of the way
7. Solve small problems before they become big problems
8. Do more for some people and less for others...based on what they deserve

## The Seven Myths That Prevent Managers from Being Strong

1. The Myth of Empowerment
2. The Myth of Fairness
3. The Myth of the Nice Guy
4. The Myth of Difficult Conversations
5. The Myth of "Red Tape"
6. The Myth of the Natural Leader
7. The Myth of Time

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## Be the Manager...

- ...whose employees consistently deliver the highest productivity and quality;
  - ... with high retention of high performers and high turnover among low performers;
  - ... with the best business outcomes and high morale and team spirit.
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