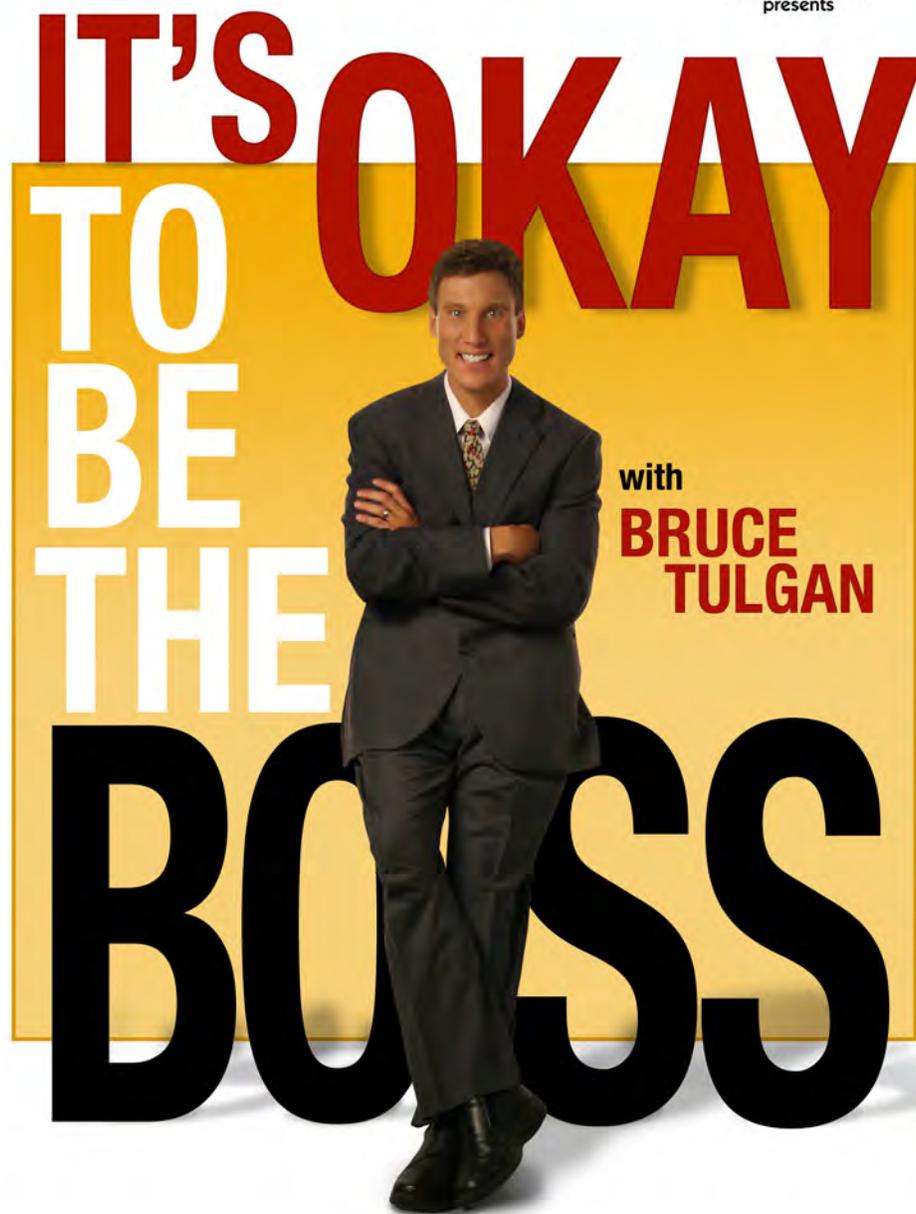


  
Media Partners  
presents



*How to Become the Manager Your  
Employees Need*

**PREVIEW**  
**SELF-STUDY GUIDE**

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# Introduction

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## Why Go Through This Training?

The traditional workplace no longer exists. The world is flat. Businesses are globally connected, knowledge-driven and competitive. Business has become dependent on technology; as a result, the workplace is fast-paced, high-pressure and constantly changing. Managers have more demands, more tasks and responsibilities and more people to manage than ever before.

And the workforce has changed too. No longer are employees content to pay their dues and climb the ladder. Their expectations have changed; they make their own demands.

So what do you do? How do you manage more people with less time in a work environment that seems to be constantly shifting? For the next hour or two, we'll try to help you answer those questions.

## Learning Objectives

After you complete this self-study program, you will be able to:

- Identify your management style.
- Identify popular myths about managing people.
- Identify ways to effectively manage your team in today's work environment.
- Avoid the undermanagement trap.
- Implement an action plan to immediately impact how you manage your employees.

## About Bruce Tulgan

Bruce Tulgan brings his highly engaging seminar, based on his bestselling book *IT'S OKAY TO BE THE BOSS*, directly to you in an entertaining DVD presentation. Mr. Tulgan is an advisor to business leaders all over the world. For more than 15 years, he has studied workplace dynamics and has concluded that most problems can be avoided or quickly solved by a highly engaged management style.

In this program he shares with you specific ways to become the manager that today's employees need to succeed.

He is highly sought after as a keynote speaker and leading expert on management, including managing the younger generations entering today's business sector. He is founder of RainmakerThinking, Inc., and he has written or co-authored 16 books, including *Managing Generation X*, *Winning the Talent Wars* and *Not Everyone*

*Gets a Trophy.* He was recently awarded the Golden Gavel by Toastmasters International, one of our nation's most prestigious awards to those in the communications field.

### **How to Use This Guide**

While Media Partner's ***IT'S OKAY TO BE THE BOSS DVD*** is the foundation of this program, this self-study guide will help you turn Mr. Tulgan's ideas and insights into a specific action plan relevant to your unique needs.

Following this training, you will be armed with ideas and plans to immediately impact how you interact with your team. So grab the ***IT'S OKAY TO BE THE BOSS DVD*** and a pen or pencil, and let's get started!

### **Activity: That Was Then, This Is Now**

Describe the work environment of your first job.

What expectations did your boss have of you?

What did you expect of yourself?

What did you expect of your boss?

Is your work environment different now? If yes, explain.

What expectations do you have of your new employees?

What do your new employees expect of themselves?

What do your new employees expect of you?

What has changed?

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*Employers must be lean and flexible in order to survive, and individuals must be increasingly aggressive to take care of themselves and their families.*

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PREVIEW

### **Assessment: My Management Style**

Read the statements below. Select the answer that best describes you. This is for your eyes only. Be honest. This assessment is designed to help you understand how you view your role as manager.

1. My management style is:

\_\_\_\_\_ a. Hands off: I get involved when there is a problem or my employee needs me.

\_\_\_\_\_ b. Hands on: I believe in managing all the details of my employees' work and jobs.

2. Employees work best when:

\_\_\_\_\_ a. They fully manage themselves and their own work.

\_\_\_\_\_ b. They follow my guidance and directions.

3. I believe in:

\_\_\_\_\_ a. Empowering my employees so they are responsible for their own success.

\_\_\_\_\_ b. Guiding my employees every step of the way and sharing in their successes.

4. When you leave new employees to sink or swim, many will:

\_\_\_\_\_ a. Figure it out and then feel good about their accomplishments.

\_\_\_\_\_ b. Flounder and get frustrated with the lack of direction they are receiving.

5. It's important to treat all your employees:

\_\_\_\_\_ a. The same because if you make special accommodations, everyone will expect special treatment.

\_\_\_\_\_ b. Differently, according to their performance and effort.

6. My motto is:

\_\_\_\_\_ a. Don't sweat the small stuff: I let small problems slide and focus on big issues.

\_\_\_\_\_ b. Where there is smoke, there is fire: I address all problems, small and big.

7. Basic supervision is:

\_\_\_\_\_ a. Unnecessary: We're all adults.

\_\_\_\_\_ b. More important than leadership: It's my job to keep everyone on track.

8. HR's rules and policies:

\_\_\_\_\_ a. Can easily interfere with my ability to manage.

\_\_\_\_\_ b. Help me do my job better.

9. There is not enough time in the day to manage my team *and* my tasks, so:

\_\_\_\_\_ a. It's a good thing my employees know how to manage themselves and their work.

\_\_\_\_\_ b. I manage my employees and their work according to the level of support they need.

10. I:

\_\_\_\_\_ a. Want my employees to like me as a person and a boss.

\_\_\_\_\_ b. Don't care whether my employees like me as a person and a boss; I just want them to focus on getting the job done.

Note the number of "a" responses you have and the number of "b" responses you have in the space below. You will refer to this activity again later.

\_\_\_\_\_ number of "a" responses

\_\_\_\_\_ number of "b" responses

## ***IT'S OKAY TO BE THE BOSS DVD/video***

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**WATCH** the DVD.

### **Activity: The Seven Myths of Management**

Consider the following questions.

According to Mr. Tulgan, what are the seven myths of undermanaging?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Which myths surprised you most, and why?

#### **Myth #1—Empowerment is hands-off management.**

According to Mr. Tulgan, managers have taken the idea of empowerment too far. What does he mean by that, and what has been the result?

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*Empowerment without guidance, support and coaching  
is neglect.*

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**Myth #2—Fairness is treating all employees the same.**

Why does Mr. Tulgan say there is nothing fair about treating all employees the same?

What can you do at your company to reward high performance?

**Myth #3—If YOU are too involved, you will be a Jerk Boss.**

According to Mr. Tulgan, do employees most often think their boss is a jerk when the boss is soft-pedaling and weak or when the boss is strong and dynamic?

What makes the soft-pedaling, weak boss a jerk?

**Bonus Video – *The Five Common Jerk Boss Scenarios***

**Note:** The following Jerk Boss Scenarios are contained in the Bonus Video ***The Five Common Jerk Boss Scenarios*** found on the DVD. You need to watch it to complete the following section. If you have not watched, skip ahead to page 14.

What are the five Jerk Boss Scenarios?

- 1.
- 2.
- 3.

4.

5.

Describe how each of the following scenarios results in a jerk boss.

**Jerk Boss Scenario: The boss doesn't keep track of the details.**

What happens to the work when the boss doesn't keep track of the details?

How do the employees react when the boss decides to get involved by making a big decision that affects what everyone has been doing?

**Jerk Boss Scenario: This boss pretends employees have decision-making power when they don't.**

What happens when this kind of boss goes back to the employee later?

**Jerk Boss Scenario: This boss lets small problems slide.**

What happens when small problems aren't addressed?

What kind of consequences do big problems often carry?

**Jerk Boss Scenario: This boss tries to build rapport on false terrain. This boss pretends you're friends.**

What do you think happens to the employee when the boss goes from being a false friend to a serious boss?

What is Mr. Tulgan's other term for this jerk boss scenario?

**Jerk Boss Scenario: This boss is hands off and soft pedals until he or she gets angry.**

What happens when this boss gets angry?

And then what do they do?

**(End of the Bonus Video – *The Five Common Jerk Boss Scenarios*)**

What are the four things you need to do to be a strong manager, the kind of boss who gains employees' respect?

**A Strong Manager needs to:**

- 1.
- 2.
- 3.
- 4.

**MYTH #4—Hands-off managers avoid difficult confrontations.**

What happens when you don't keep track of the details?

What happens when you don't provide direction?

What happens when you don't address small problems?

In all those cases, what happens next?

If you want to avoid difficult conversations, what do you have to do?

**MYTH #5—Natural leadership is more important than hands-on supervision.**

Do you have to be a natural leader to be a strong manager?

Can you be a strong manager by providing hands-on supervision?

What does providing hands-on supervision mean?

**MYTH #6—The HR police make a manager's job more difficult.**

How do you benefit from following Human Resource's rules? How do you benefit from cutting through the red tape and doing what you're supposed to do?

What are some examples of how your Human Resources department can help you and your employees succeed?

**MYTH #7—There's not enough time to manage people.**

What happens when managers don't spend time up front guiding, directing, supporting and coaching?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

What are the four reasons you must get low performers off the team:

- 1.
- 2.
- 3.
- 4.

There are two things that low-performers are looking for in a boss. What are they?

- 1.
- 2.

---

Low performers are  
the great beneficiaries of undermanagement.

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## ANSWERS: The Seven Myths of Management

### Myth #1—Empowerment is hands-off management.

According to Mr. Tulgan, managers have taken the idea of empowerment too far. What does he mean by that, and what has been the result?

- *Empowerment has turned into hands-off management, but empowerment without guidance, support and coaching is negligent.*

### Myth #2—Fairness is treating all employees the same.

Why does Mr. Tulgan say there is nothing fair about treating all employees the same?

- *Because employees performance varies. They should be treated differently based on what they do and deserve. Therefore, reward high-performing employees and broadcast that you are doing so.*

### Myth #3—If YOU are too involved, you will be a Jerk Boss.

According to Mr. Tulgan, do employees most often think their boss is a jerk when the boss is soft-pedaling and weak or when the boss is strong and dynamic?

- *When the boss is soft-pedaling and weak.*

What makes the soft-pedaling, weak boss a jerk?

- *These bosses let problems slide, poor work go unnoticed or inefficiencies persist until there is a big problem and then they explode, often on the wrong people.*

Describe how each of the following scenarios results in a jerk boss. (As found in the Bonus Video ***The Five Myths of the Jerk Boss***)

**Jerk Boss Scenario: The boss doesn't keep track of the details.**

What happens to the work when the boss doesn't keep track of the details?

- *Projects go off-course.*
- *Small problems become big problem before anyone realizes.*

How do the employees react when the boss decides to get involved by making a big decision that affects what everyone has been doing?

- *Employees get frustrated.*
- *Labor and payroll hours are wasted because work has to be changed and done again.*

**Jerk Boss Scenario: This boss pretends employees have decision-making power when they don't.**

What happens when this kind of boss goes back to the employee later?

- *The boss changes things.*
- *Employees get frustrated.*
- *Labor and payroll hours are wasted because work has to be changed and done again.*

**Jerk Boss Scenario: This boss lets small problems slide.**

What happens when small problems aren't addressed?

- *They fester and grow and turn into big problems.*

What kind of consequences do big problems often carry?

- *Damaging consequences.*

- *Cost and revenue consequences.*

**Jerk Boss Scenario: This boss tries to build rapport on false terrain. This boss pretends you're friends.**

What do you think happens to the employee when the boss goes from being a false friend to a serious boss?

- *The employee gets a mixed message.*
- *The employee may feel frustrated and confused.*

**Jerk Boss Scenario: This boss is hands off and soft pedals until he or she gets angry.**

What happens when this boss gets angry?

- *They have a management tantrum. They come down hard on an employee.*

And then what do they do?

- *They go back to their hands-off, soft-pedal approach.*

(End of Bonus Video questions – The Five Myths of the Jerk Boss)

No one wants to be a jerk boss. So what are the four things you need to do to be a strong manager, the kind who gains employees' respect?

**Strong managers need to:**

- *Keep track of what's going on every step of the way. They know who is working on what, and they know the status of the work.*
- *Stop pretending things are up to people when they're not. Strong managers make it clear what their employees have control over and what they do not.*

- *Solve small problems before they turn into big problems.*
- *Build rapport with people on authentic terrain. They build trust and rapport by talking about work and work-related topics.*

**MYTH #4—Hands-off managers avoid difficult confrontations.**

What happens when you don't keep track of the details?

- *Things are likely to go wrong.*

What happens when you don't provide direction?

- *Employees will likely go in the wrong direction.*

What happens when you don't address small problems?

- *They turn into big problems.*

In all those cases, what happens next?

- *You have to confront the employee.*

If you want to avoid difficult conversations, what do you have to do?

- *Have many small, boring conversations about the work before anything goes wrong.*

**MYTH #5—Natural leadership is more important than hands-on supervision.**

Do you have to be a natural leader to be a strong manager?

- *No.*

Can you be a strong manager by providing hands-on supervision?

- *Yes.*

What does providing hands-on supervision mean?

- *Keeping track of what's going on*
- *Guiding and supporting your employees*
- *Making sure your employees know what to do and how to do it*
- *Noticing the work your employees do*

**MYTH #6—The HR police make a manager's job more difficult.**

What are some examples of how HR can help you and your employees succeed?

- *HR can help you orient new employees.*
- *HR can help you create a nonthreatening, harassment-free work environment.*
- *HR can help you counsel employees whose performance is below standard.*
- *HR can help you reward high performance.*

**MYTH #7—There's not enough time to manage people.**

What happens when managers don't spend time up front guiding, directing, supporting and coaching?

- *Fires get started that never would have started.*
- *Fires get out of control that could have been put out easily.*
- *Resources get squandered.*
- *People go in the wrong direction for hours, days, months before anyone notices.*
- *Low performers hide out and collect a paycheck.*
- *Mediocre performers think they're high performers.*

- *High performers get frustrated and look to leave.*
- *Managers do tasks they should have delegated to someone else.*

What are the four reasons you must get low performers off the team?

- *They get paid.*
- *High performers hate to work with low performers.*
- *Low performers cause problems that high performers have to fix.*
- *Low performers send a message that low performance is an acceptable option.*

What are the two things that low performers are looking for in a boss?

- *Someone who will leave them alone.*
- *Someone who will treat them like everyone else.*

---

*Low performers are  
the great beneficiaries of undermanagement.*

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**Activity: Four Ways to Fight the Undermanagement Epidemic**

According to Mr. Tulgan, there are fOUR steps to fighting the undermanagement epidemic. By avoiding the trap of undermanaging, you can be a stronger manager to all of your employees, regardless of their experience. Describe why each is important.

**Establish One-on-One TIME to talk about the work:**

**Talk like a COACH:**

**Make ACCOUNTABILITY a process, not a slogan:**

**Deal with LOW PERFORMERS:**

## **ANSWERS: Four Ways to Fight the Undermanagement Epidemic**

According to Mr. Tulgan, there are five steps to fighting the undermanagement epidemic. Describe why each is important.

### **Establish One-on-One TIME to talk about the work:**

- *It's too easy to hide in a team meeting. People aren't as accountable in a group setting.*

### **Talk like a COACH:**

- *Coaches use descriptive language and break tasks down. For example, "Inventory levels are too low. We expect the upcoming promotion to blow away the competition, but we have to be ready. We can't run out of product. Let's compare our current levels with last year, identify gaps and use the information to predict fill."*

### **Make ACCOUNTABILITY a process, not a slogan:**

- *When you define your expectations, attach consequences to performance and pay attention to what your employees are doing, they will feel accountable. They'll know exactly what you expect.*

### **Deal with LOW PERFORMERS:**

- *It shows strength and accountability, especially to the high performers. Dealing with low performers shows that you expect a certain level of performance and won't tolerate anything else. It also shows that you notice good work.*

**Activity: Four Steps to Becoming the Manager Your Employees Need**

Read each action step and description below. Then consider what obstacles you might face when you try to implement this in your organization.

**1. Establish One-on-One TIME to talk about the work**

Meet one-on-one with each of your employees: one person at a time, one day at a time. Talk about the work. Make a plan. Make a checklist.

What obstacles might you face as you try to accomplish this in your workplace?

How can you overcome those obstacles?

**2. Talk Like a COACH**

Use descriptive language. Break things down. Spell things out. Set up a time to check in and follow up. If you have remote employees, schedule calls and talk like a coach on the phone. Use e-mail to prepare for the phone call. Describe bullet points for discussion. Ask remote employees to summarize the phone call in e-mail. Follow up. Create checklists.

What obstacles might you face as you try to accomplish this in your workplace?

How can you overcome those obstacles?

### **3. Make ACCOUNTABILITY a process, not at slogan**

Define your expectations so your employees know exactly what they need to do. Establish real consequences attached to performance and explain those too. Commit to noticing their performance and explain how you will monitor their performance. Get your people in the habit of knowing that they are going to have to give an account of their performance.

What obstacles might you face as you try to accomplish this in your workplace?

How can you overcome those obstacles?

### **4. Deal with LOW PERFORMERS**

Meet twice a day with low performers who lack skill or will. Explain what you need them to do for the next four hours. Give them a checklist. Coach them into their job. Then, follow up.

Who are your low performers? Do your low performers have an ability, skill or will problem?

- Lacking ability? Change the task or change the person.
- Lacking skill? Get the person more training or get a different person.
- Lacking will? Determine whether the problem is an inside or outside problem. If the problem stems from something personal—an inside problem—refer the employee to HR for employee services. If it is an outside problem, deal with the problem, circumstance or other person. Work with them to help them succeed. If they don't let you help them, get a different person.

If you broke the day's tasks for your low performer into four-hour increments, what would the checklist look like?

What obstacles might you face as you try to accomplish this in your workplace?

How can you overcome those obstacles?

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*Shine the bright light of scrutiny on everyone.*

*High performers LOVE it.*

*Low performers hate it.*

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## Conclusion

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It's never too late to become the manager your employees need. With preparation and commitment, you can fight the undermanagement epidemic and become a stronger manager. The action plan included in this section will guide you. Tell your employees you haven't been as strong as you need to be to help everyone be successful. Tell them you have good news. You're going to try to help them. Good news. You realized you haven't given as much guidance and direction as you need to, so you'll be more involved. Be the Good News Boss. Good luck.

### Be the Boss Action Plan

Refer to your Management Style Assessment. Record the number of "a" responses and "b" responses below.

Number of "a" responses \_\_\_\_\_

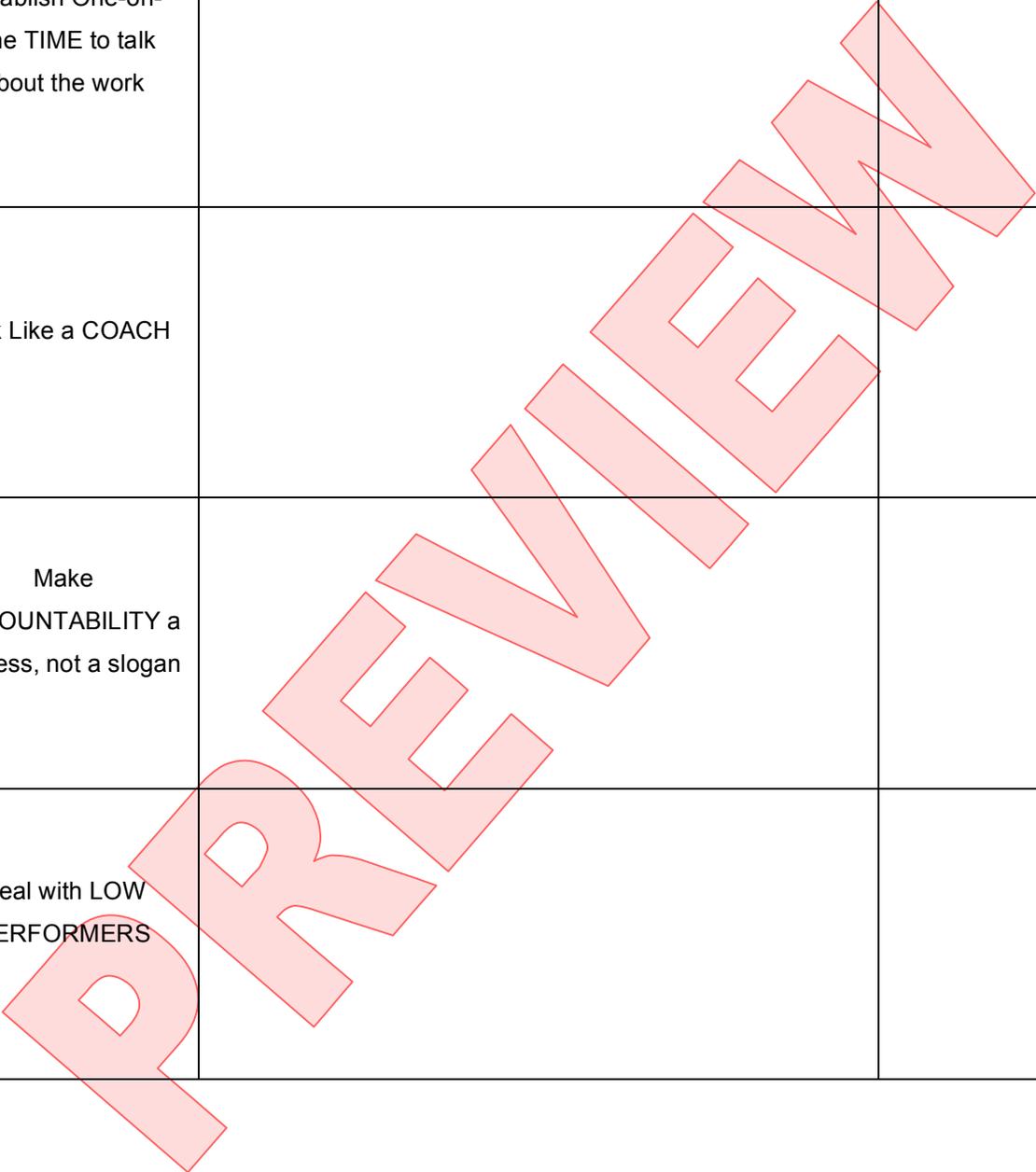
Number of "b" responses \_\_\_\_\_

The "a" responses indicate a tendency to undermanage. Review the questions associated with your "a" responses. Think about the myths listed below. Check the ones you have to overcome in order to be the boss your employees need you to be.

- Empowerment
- Fairness
- Jerk Boss
- Difficult Confrontation
- Natural Leader
- HR
- Time

Now that you've identified the myths you need to overcome, refer to the previous activity and think about how to implement the five action steps for becoming a stronger manager. Complete the Action Plan that follows.

<b>Action Step</b>	<b>How I will implement this:</b>	<b>When:</b>
Establish One-on-One TIME to talk about the work		
Talk Like a COACH		
Make ACCOUNTABILITY a process, not a slogan		
Deal with LOW PERFORMERS		



# For more information...

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...about Performance Resources' award-winning videos and other training products, or for pricing information on this product, please call **1-800-263-3399** or visit us at **[www.owenstewart.com](http://www.owenstewart.com)**.



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