

Essential People Management Skills

**45 Practical Tips to
Make Your Job Easier**



Paul Matthews



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Edited by Marie-Louise Cook.

Introduction

Managing people effectively is now widely understood to be a key requisite for any company's success. Unfortunately, it's also a skill that many managers are never taught.

Despite this, managers at every level of an organisation are expected to manage, motivate and lead people through change. No wonder so many managers feel under increasing pressure!

If you find yourself in this position, then I hope this booklet will go a long way to making your job easier and more pleasurable.

It contains tips selected from my Monday Management Tip email collection. Every Monday morning, tens of thousands of people receive an email from me that provides them with an idea to focus on during the week to improve their management.

Inside this booklet, you'll discover:

- When to ask 'why' and when to keep quiet
- How to mediate effectively
- How to protect your time
- How to identify and resolve issues and problems
- How to delegate
- How to ask coaching questions
- How to get more out of every meeting
- How to motivate your team (and yourself!)
- And lots more!

Paul Matthews

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1 “Done is better than perfect”

Facebook’s Founder Mark Zuckerberg wrote a letter to prospective shareholders in which he said, *“We have the words ‘Done is better than perfect’ painted on our walls to remind ourselves to always keep shipping”*.

Many people often fail to ‘get it shipped’. *Why?*

Because their fear of criticism or of failure is more immediate and powerful than their desire to achieve their goals. As a result, they take actions that push the immediate threat away, rather than making the uncomfortable choice to take action that will pull a desirable future closer.

I’m not saying that you shouldn’t care about the quality of your work. Don’t do shoddy work, but don’t concern yourself with attempting to be perfect.

- What project are you sitting on right now, and not ‘shipping’ because of a fear of imperfection?
- What are you going to do about it?

Now put that action in your diary, and do it. Now!

2 Move fast on issues

As a manager, you will always have some issues with some people in your organisation.

The best managers understand that people issues only get worse if left alone, and address them early.

This is always a challenge, as you almost never hear a manager say that they moved too early on a people issue they encountered.

If you have any current people issues on your team, **do something**.

3 Are you a leader?

You are a leader if you have followers, even if only briefly and occasionally. So why would someone follow you?

Is it because...

- They think you know where you are going?
- They think that where you are going is better than where they are?
- They think you know how to get there?
- They trust you not to lead them astray?
- They fear the consequences of not following?

Think about people around you who you would like to do something specific such as a project task, stay late to do a report, or buy something from you. How can you lead them considering the bullet points above?

Note that an effective leader has followers who do so willingly and even with enthusiasm. Your leadership will founder if it is based on fear and compliance.

Notice also that your being a leader is entirely dependent on how people react to you, or think about you. It is their perception that makes you a leader.

4 Dealing with cultural permafrost

Permafrost is soil that is frozen. While the top thin layer will thaw during the summer and flowers can bloom, the underlying permafrost stays the same, year in and year out.

Is your work culture like this, frozen solid?

It is the climate that keeps the permafrost in place. How can you change the climate sufficiently for the permafrost to melt and allow real change to occur?

Just like the real thing, cultural permafrost will not be continuous in temperature or depth. It will vary.

Look for where there is most resistance to change and you will have found the deep and cold permafrost that will require extra attention and warming.

Look for where the flowers of even small changes bloom easily, and there you will find your change champions.

5 Delegate effectively

You aren't really a manager until you start delegating effectively. Delegation is one of the key skills of management. You absolutely need to get good at these eight steps to delegation:

1. Define the task.
2. Choose the person.
3. Agree objectives and scope.
4. Deal with any concerns or objections.
5. Let them get on with it.
6. Monitor progress.
7. Coach them, where appropriate.
8. Feedback on results.

6 Are you the enemy?

Peter Drucker said, *“So much of what we call management consists in making it difficult for people to work”*.

Put yourself in the shoes of someone you manage. What do you do that gets in their way? What systems or processes are in place that stop people working effectively?

Process improvement is often such an easy win, and it is a great way to engage your team in how to make things work better. Doing process improvement work with your team will also bring to the surface the things you can personally do to help them be more productive and efficient.

7 Open the doorway to understanding

Do you listen in order to understand? Or do you simply listen in order to reply? Do you even realise how you listen?

What stops you listening effectively?

- Are you rehearsing what you want to say next?
- Are you wishing they would just get on with it?
- Are you distorting what they are saying so it fits how you view things?
- Are you doing something else at the same time?

Listening is a skill we already have, though for many of us, other things get in the way of using our skill effectively. Notice that when you listen better, you feel different, and the conversation has a different quality about it.

8 Four powerful coaching questions

You will have heard by now how important coaching is as a management skill. Truly excellent managers are good coaches.

Here is a very simple and easy four-question coaching model you can use:

1. What's now? (This brings out the current situation.)
2. What's possible? (Or, what is the best possible outcome in an ideal world?)
3. What's feasible? (This recognises reality and constraints to focus on what is realistic going forward.)
4. What's next? (Or, to create accountability, what are YOU going to do next?)

Try it today. It is more powerful than it looks.

9 When executive neglect is a good thing

Mark Brady's definition of 'executive neglect' is finding those things that are not critical to success and stopping doing them.

So first, what are the primary things you are tasked with doing? These could be in the form of KPIs.

Look at what you *actually* do, and notice what percentage of what you do is directly related to achieving or exceeding those KPIs.

What are you doing that is of low value or actually getting in the way of more useful activity? **Stop doing it.**

What do you do out of habit or 'tradition' rather than for any desire to get specific results? **Stop doing it.**

Do you spend any time at all thinking about how you can change what you do to get better results? You should be! **Start doing it.**

And what about your team? Are the KPIs you have good ones, and is the right effort focused on attaining them?

10 Getting them to do it right

Very often as managers we are asked to show someone how to do a task. If we don't teach them well, we risk poor performance and bad results.

If we do teach them well, they perform better with less supervision. Teaching a task well requires some simple steps...

A: Get their attention and buy-in to learning the task

B: Break down the task into steps

C: Check their understanding, and that they can do the task unaided

The bonus: teaching a task to someone else means we have to get it clear in our own mind first. Often we don't know at a detailed level how we do what we do.

11 Getting people to do what you want

Employees do what is measured, incentivised and celebrated.

Write a list of these:

- What do you measure?
- What do you incentivise?
- What do you celebrate?

Are they focused on the results you want? Do you do enough of each? Are they in balance? What could you add or change to get better results?

Do be aware that one of the pitfalls however, is excessive measurement. As has been said, *"A pig never got fatter by weighing it"*.

12 You, the mediator

Disputes happen at work. The dispute could be a serious one between an employee and the company, or a spat between two employees over rotas or a prized parking space. In any case, as a manager, you are involved and may be called on to mediate a solution.

Note that when mediating, you are not there to make a judgement or impose a solution. Mediation is focused on what happens going forward, not on who was right or wrong in the past.

Any successful mediation results from an increased understanding by each person of the underlying interests and desires of the other person. So ask good questions to facilitate this.

Here are some questions to ask... *“What is the positive outcome you want from this?”* and make sure the answer really is positively framed. After you have an answer, ask *“Why do you want this positive outcome?”* or *“What do you think you will get from this that is important to you?”*

Keeping things in the positive results in each party starting to see merit in the underlying interests and purpose of the other party.

13 The best management style

Think about the best manager you have ever had. If you have never had a good manager, and sadly some people haven't, then imagine what one would be like.

Now think about the worst manager you have ever had.

What did each of them do that made you think of them as best or worst?

How did other people react to these managers?

Given this information, what can you stop doing and what can you start doing to become a better manager yourself?

As you think about what you can stop or start doing, think about how to do this and stay true to yourself.

Now go beyond thinking, and take action!

In surveys, one of the common things that marks out the good managers is that their behaviour leads to their team members feeling empowered rather than powerless.

14 When you should ask "Why?"

As a manager we are often tempted to ask **why** when we observe someone doing something wrong.

Whenever you ask someone why they did something, you are inviting them to justify their actions and, in their mind, this actually reinforces the behaviour.

Rather than ask why someone did something that turned out wrongly, **ask them what they were trying to achieve**. This is quite a different question and far more useful. Then together you can formulate a different action that would get the result you both want.

On the other hand, it is good to ask why someone did something that turned out well, as this will reinforce the desired behaviour.

15 Turning management on its head

Think of management as a service you provide to the people on your team so they can get on and do the work. There are many things you provide to them, from administration to leadership, and all of it could be considered a service.

- So who gets to judge the quality of the service you are providing?
- Who judges the quality of *any* service?

The **recipients** of the service, that's who.

So what do your team think of the quality of management service you are providing them? Consider all of your management acts to be a service to discerning customers, and notice how you might do things differently.

Do you just want to provide a basic service for low return or do you want to provide a premier service for top returns?

16 Three things needed for change

David McClelland's team at Harvard summarised the requirements for any significant change to be lasting and effective as follows:

People must...

- ...be *willing* to change (if they're not it's a **motivation** issue)
- ...be *able* to change (if they're not it's a **training/competency** issue)
- ...not be *prevented* from changing (if they are, it's a '**systemic**' issue).

In my experience, it's most often the third that is the real blocker. Systems and procedures, both implicit and explicit, both written and unwritten, can get in the way.

When you fix the systemic issues, the motivation often changes in response, and people will then actively seek the knowledge they need to become competent in the new way. They then feel they have permission to change because the system encourages 'flow' in the direction of the change, like water down a channel.

17 Using measures to drive behaviour

Some say *"What gets measured gets done"*. So it makes sense to only measure things that matter.

Be careful that measuring something does not take attention away from critical things that are not being measured.

What is critical and how can you measure it so it gets energy?

People will react when you measure an activity. So when you put a measure in place, make sure it encourages more of the kind of behaviour you want and discourages the behaviour you don't want.

What do you measure and why?

What do your people THINK you measure, or place importance on, and are they right?

18 When they come and ask you what to do

When they come and ask for help, you have a great opportunity to focus on training your team to think through problems.

Unfortunately, that's the very time when it's easiest to just tell them what to do. Resist the urge! Instead, help them to explore the problem. For example, what are two or three things they could do, and why would one action be better than others?

Encourage their thinking, and use the opportunity to coach them, rather than tell them. Next time they will be better equipped to deal with the problem on their own.

19 People like you when you talk solutions

Do you habitually talk about *problems*, or talk about *solutions*?

Problem talk includes descriptions of the problem, analysis of where it came from, elaboration of the effects it is having, how people feel about it and speculation about what it will lead to. It is any talk that puts the focus on the problem.

Solution talk is about what is wanted: it includes descriptions of how matters will be when they are the way people want them to be, and it also includes talk of resources, strengths and skills, of successful examples and of actions that will help get to the desired state of affairs.

- Notice when you do one or the other.
- Notice how people react to each.
- Notice what happens to the problem, and how you feel about it.

20 Vision is vital

Knowledge allows you to see things as they are; *imagination* allows you to see things as they could be.

Until you have a vision of how things could be, you, and the people who work for you, will struggle to find any direction or purpose.

Without direction or purpose, your people will simply shuffle along, doing just enough to keep out of trouble and take a wage packet at the end of each week.

So invest some time in building a vision and then tell people about it. Vision is what keeps us moving forward, even against discouraging odds. You already know this.

Vision is the most powerful motivator in an organisation. If it's vivid and meaningful enough, people can do astounding things to bring it to realisation.

What is your vision of how things could be?

21 Catch them doing it right

For better performance in today's world, it has been proven time and again that you will get far better results by catching somebody doing something right and then rewarding them, perhaps just with a word of appreciation.

Think of how you would react if it happened to you.

So how can you catch someone doing something right? And how could you give them a simple reward when you do?

22 Two contracts... really?

Every employee has two contracts. Yes, *really*. Each has an employment contract written down and filed away somewhere, and another one that you, as a manager, ignore at your peril.

That contract is about what the employee thinks is reasonable, what they think they have been promised, and their expectations of how they think things should be done. It is often called the 'psychological contract'.

Are you considering changing something, or wondering about the strong reaction when you did change something? If these changes violate what people expect, or what 'should be', then people will resist, even if the change seems trivial and within your remit to make.

So tread carefully when making changes, and consider the psychological contracts all employees have.

23 Connected and valued

People look for two main things with regard to being satisfied in their job:

1. Do they feel connected to the vision and to others who will help make it a reality?
2. Do they feel that their management values their contribution?

Managers who focus on enabling their people to feel connected and valued will have higher performing teams.

- How can you help your team get connected to your vision? (*You do have one, don't you?*)
- How can you help your team get more connected to each other?
- How can you show your team that they are valued by you, and by your organisation?

24 “If I were you, I would...”

When you are about to give advice, consider who it will benefit: you or the other person. Be honest with yourself: are you really trying to help, or are you just trying to make them into a ‘clone’ of yourself?

Mentoring is about helping someone release THEIR potential in THEIR situation.

25 Communicating change

“What you do speaks so loudly that I cannot hear what you say.” This lovely quote from Ralph Waldo Emerson highlights a common trap that many managers step into: they speak of what should happen or what should change, and then don’t do it themselves.

Another quote you might know that is attributed to harassed parents is *“Do as I say and not as I do”*. As a manager you can’t get away with this. The people on your team are not children and you will lose all your credibility if you try to treat them as such.

Think through the rules you have around your workplace and for your team, and notice which ones you think are for ‘them’ and not for yourself.

Either dump the rule because it is well past its sell by date, or start following the rule yourself. Alternatively, sit down with your team and come up with a new way of doing things that makes sense for everybody.

26 Hone your questioning skills

We all want to be understood. Paradoxically, this will happen much more readily if we seek first to understand. And the way we can understand is to ask good and respectful questions.

Observe yourself next time you are in a conversation. If you find that you want to jump in with a statement, try asking a question instead to get a better understanding of what is being said. When the other person replies, listen to what he or she says rather than continuing to rehearse your statement in your head.

The result of doing this regularly is that people will warm to you as they feel acknowledged by you. This will make all your working relationships much easier and more productive.

27 How to influence someone you don't like

It can be difficult to influence another person, and maintain a positive outlook, when you don't actually like them.

To overcome this challenge, separate the person from the issue. Focusing on the issue helps you to think rationally and express yourself more positively than would otherwise be the case. Let the facts speak for themselves and avoid emotional distractions. If the other party wants to get into that type of debate, point out your sole concern is to get the issue resolved for the good of the organisation.

If you face resistance from the other party, they may seem like an enemy but the truth is that more often than not they are on the same side – same organisation, same department even. It can make a big difference in maintaining your positive mind-set if you can think of the other person as an ally.

28 Motivating with recognition

Employee recognition is not just a nice thing to do for people; it is a communication tool that reinforces the most important outcomes people create for your business. When you recognise people effectively, you reinforce the actions and behaviours you most want to see people repeat.

An effective employee recognition system is simple, immediate and powerfully reinforcing.

Recognition should occur as close to the performance of the actions as possible and be specific about what the recognition is for so it reinforces the behaviour you want to encourage.

29 How to engage your team

One of the things everyone looks for in their work is meaning. Sadly, many don't find it, and this leads to disengagement.

How can you turn this around?

People find a sense of meaning when they feel that what they are doing is worthwhile. By this I mean that it has a benefit to themselves, the company, the community or even the planet.

Find a way of establishing and communicating a 'clear line of sight' between a task, even a mundane one, and the larger company vision. Note: If you really can't connect a task with the larger company vision, you should be asking if the task actually provides any value.

30 But that's obvious!

One of the biggest mistakes in our communication is thinking that since something is obvious to us it should be obvious to everyone.

We need to continually remind ourselves that everyone filters what they hear based on their own past experiences and the mind-set that has created these filters.

The only way you can determine how effectively you are communicating is by observing the response you get.

If you get a response that indicates other people did not understand, then your communication was faulty. A good communicator takes responsibility for their communication. You therefore need to find a different way to get the message across.

Ask yourself: "What is the concept/idea/fact they are missing that would unlock this communication for them?"

31 How to use brainstorming effectively

When used effectively, brainstorming is a powerful tool for creating new ideas but all too often many great ideas are squashed before they have a chance to flourish.

Give ideas a chance to grow and gain strength before you allow yourself or others to challenge them.

When presented with a new idea, think "*What if?*" rather than "*That won't work*".

32 Save the day with new thinking

The greatest danger in times of turbulence is not the turbulence but acting with yesterday's logic, according to Peter Drucker.

We are in turbulent times and yet how many of us are using 'yesterday's logic' to address the issues we face now?

Stop and consider... what are you thinking or doing that does not seem to work anymore?

No matter how safe that old way might seem, clinging to it will lead to failure.

So what new way of looking at things is needed to avoid the failure?

When you change your thinking, your actions will change. When your actions change, your results will change.

Note that you must start with *changing your thinking*.

33 Simple ideas make a difference

- If something is simple, it is more likely to be practical.
- If it is practical it is more likely to be used.
- If it is used, it is more likely to make a difference.

So look at something you want to do, a change you want to make. From the perspective of those who need to do it, is it simple? *Hint: you might need to ask them.*

If it does not look simple to those who must do it, redefine it so it seems simple or break it down into smaller simple pieces.

If you break it down, put up a wall chart so people can see how each simple piece is still relevant to the overall objective.

34 Define a problem so you can solve it

The problems pile up and soak up your time. They glare at you from your to-do list and you're not quite sure of the next step.

It is this: define the problem.

Stand back from it (because often we don't) and...

1. Decide what the problem is, and what it is not.
2. Define where the problem is, and where it is not.
3. Define when the problem exists, and when it does not.
4. Describe how the problem occurs, and what happens when it doesn't.
5. Notice if it varies in intensity or magnitude, and why.

Then think how a complete stranger might define the problem – someone who is not steeped in your company culture and so is not working from your assumptions.

Better yet, ask someone external. Surprisingly, this often works well with a child because you have to explain the problem differently from the way you would normally do it.

35 Make meetings worthwhile

Most of the time, we get invited to meetings in which people want to discuss something.

Discussion is an activity, not an outcome and this means that most people are framing their meetings with an activity focus rather than an outcomes focus.

Could this be why most meetings fail?

You really only have three outcomes for a meeting:

1. An agreed decision
2. An agreed action
3. Everyone with the same understanding to take consistent action

This week, frame your meetings with an outcomes focus, and describe the purpose of your meetings in terms of what you want to ACHIEVE rather than what you want to DISCUSS.

36 Action from consequences

Understanding does not lead to action – emotions do. Until you feel something, you won't act.

So how do you get to feel something?

How do you get the people on your team to feel something?

Ask yourself and your team members the following questions:

- What happens if we act?
- What happens if we don't act?

Motivation to act (or to not act) arises from our assessment of the consequences of acting versus not acting.

37 “Got a minute?” is never a minute

If you are a manager, you hear the question “Got a minute?” all the time. You know one thing for sure: that ‘minute’ never lasts just 60 seconds. It lasts a lot longer... if you let it.

You want to be accessible, but you also have your own task list to wade through.

A very simple ploy to limit the time on these interruptions is to always take them standing up. It encourages others to be more concise in their explanations. If you are already standing, stay standing. If you are sitting down, stand up and move away from your chair.

If within the first minute or two you realise it needs more than just a few minutes more, and it can wait, say so. Then schedule a time to meet to give the issue the attention it deserves, and task the person to do something to move the issue forward before the meeting, or to bring some key information to the meeting.

38 Ask different questions

We often judge others by the level of questions they ask us. Do their questions make us think, or challenge us?

We should also judge ourselves too, and consider the questions we ask ourselves.

Every change we make in our lives was preceded by asking ourselves different questions than before. The key word is ‘different’.

What different questions can you ask about a problem or situation at work, at home, or about yourself?

One way to come up with different questions is to think of someone you know who is very different from you, whether you like them or not, and then imagine what they would ask.

39 Stress is a mind game

Strictly speaking, stress is self-inflicted. You might not like that, particularly if you feel stressed right now, but think about it for a moment... something happens 'out there', and then we react 'inside'. The way we react determines if we feel stress or not.

Since the same event can result in stress in some people but not in others, it is clear that we react differently to each other.

So how do you react to events?

Given that you are the one who reacts, could you react differently?

Notice also that sometimes an event will result in you feeling stressed, and at other times it won't. What is the difference?

The difference will depend on your state of mind at the time, and the running commentary of thoughts.

40 "I will" versus "I will try"

"I will" versus "I will try"

"I will do it..." versus "I will try to do it..."

Which one do you prefer to hear?

When you hear "I will try..." challenge it if you can. Ask if they will do it, or not do it, and explain that 'try' does not give you any comfort about their ability to deliver.

And then when you hear yourself saying "I will try..." challenge yourself. Do you want to be thought of as someone who delivers or someone who just tries?

For Star Wars fans, there is a line by Yoda: *"Do, or do not. There is no try."*

41 Why criticism hurts

We all know about criticism and the damage it can do to us – to our confidence and self-esteem. But what is criticism, and how is it different from feedback?

The simplest way to tell the difference is to consider who the comment will benefit. Is it for the benefit of the giver or the receiver?

Feedback is for the benefit of the receiver. Its purpose is to help the receiver grow and develop, and reinforce positive behaviour or actions. It is designed to help and support, and focuses on how to learn from the situation to move forward.

By comparison, criticism always benefits the giver. In most cases, it is done to make the giver feel in some way superior to the receiver. It is often negative and judgmental. It is in many cases subjective rather than objective and it is usually destructive.

It is most likely to make the recipient feel defensive, angry or hurt – emotions which stifle learning and growth. Criticism is also often used to apportion blame and to offload negative feelings.

42 A key to learning

When we learn something we often go through some specific stages. These stages form a learning cycle. One of the critical stages for learning effectively is reflecting on what happened when you tried something new. Some people do this naturally, while others just move on.

People who grow faster invest the time to reflect on what they learn each day. So make it a habit to take a few minutes every day and ask yourself what you learned. It is probably more than you first realise. Remember that even finding out what not to do by failing is still learning.

- Consider how you can apply the new-found knowledge in other situations.
- Consider what you could do a little differently to get better results.

This reflection will reinforce the learning and make it much more likely that you will remember it next time you face the same situation.

43 How you can change the world

The simple truth is that when your mood is low, the world looks bleak; when your mood is high, you feel like you can take over the world.

You know this to be true from your own experience. But here is the key. The difference is never in the world – it's in the thoughts through which you're looking at the world.

Your thoughts depend on your mood, how you feel, your state of being.

So look after your state and your world becomes a better place.

44 From lose-lose to win-win

As managers, we often need to negotiate. How you approach those negotiations will have a big impact on your results. So just stop for a moment and think about all the interactions you have had in the last few days that were really negotiations, and how you handled them.

1. Success depends upon cooperation with other people.
2. There are sufficient gains and resources for everyone to share.
3. Cooperation is more likely than confrontation to achieve a successful outcome.

45 The far reaching power of the manager

As a manager, you have great power. By this I mean the quality of the lives of the people you manage will be affected by your words and deeds; and not just at work, because what happens at work reverberates into their personal lives as well.

Think of your manager, and how their words and deeds affect you for good or ill.

Use your power with care – and with caring. Using power has consequences, and empathy is your guide.

“Life I touch for good or ill will touch another life, and in turn another, until who knows where the trembling stops or in what far place my touch will be felt.”

Frederick Buechner

Subscribe to receive your Monday Management Tip

If you've enjoyed the tips in this booklet and would like to receive one of Paul's insightful and practical Monday Management Tips delivered into your inbox every week, subscribe at

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You can also find over 100 additional tips just like the ones in this booklet on the People Alchemy blog at

www.peoplealchemy.co.uk/blog

About Paul Matthews

After a distinguished management career in industries as diverse as engineering, travel and information technology, Paul Matthews decided to set up his own management development company, People Alchemy, in 1999.

He has since worked with such clients as Barclays Bank plc, Credit Suisse First Boston bank, Philips Semiconductors, General Motors, Roche, Deutsche Bank, Zurich Insurance, Ricoh, West Midlands Police and The Open University.

Several years ago, it became evident that although an abundance of learning products and training was available to managers of all grades, there was nothing expressly designed to give today's managers the one real aid they wanted and needed: an easily accessible source of authoritative and practical help enabling them to solve the real problems they face on a day-to-day basis.

Drawing on his background in coaching, management development and IT, as well as an extensive network of senior business consultants, Paul embarked on a project to provide the solution to this obvious need.

The result is Alchemy for Managers – an online practical resource for managers at every level. To discover how this resource could help you and your organisation, visit the website today.

www.peoplealchemy.co.uk

What people say about the Monday Management Tip

"Thanks for your weekly tips. They provide good insight into management issues that need addressing on a regular basis if we are to keep our teams working well."

Richard

"I really value the weekly, and especially Monday morning, thoughts and practical suggestions. It is the one email I look forward to in the inbox."

Sharon

"I have LOVED your emails this year! Thank you so much! They are SO useful, practical and inspirational! Thank you for making a difference in so many others' lives!"

Tammie

"Thank you very much Paul for your weekly mailouts. They've been very insightful and helpful throughout the year..."

Adri

"Many thanks for the valuable, year-long, 'keeping feet on ground and seeing through the clouds' comments – much appreciated in what has been a very difficult year in many ways."

Liz

Essential People Management Skills

45 Practical Tips to Make Your Job Easier



In this booklet, management expert Paul Matthews has gathered 45 of the best tips from his weekly Monday Management Tip email. Inside, Paul provides the essential people management skills you need to be able to work smarter and to motivate your team members to perform at their peak.

You'll discover:

- When to ask 'why' and when to keep quiet
- How to mediate effectively
- How to protect your time
- How to identify and resolve issues and problems
- How to delegate
- The four key coaching questions
- How to get more out of every meeting
- How to motivate your team (and yourself!)
- And lots more!

Paul has worked with clients ranging from small businesses to global organisations, helping them with Management Development. Whatever the nature of your business, if you want to boost the performance of your staff, you simply must know these essential people management skills.

"I really value the weekly, and especially Monday morning, thoughts and practical suggestions. It is the one email I look forward to in the inbox."

Sharon, Team Supervisor

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