



RYP QUARTERLY

By David Stewart, RYP International July 2024

No Matter How You Cut It – Every Employer in the World is in the People Management Game

22 IRREFUTABLE FACTS WHEN MANAGING PEOPLE

Whether you employ one person or thousands of people, you are in the people management game. You hire people, you sell to people, you engage suppliers and contractors. Even in this Ai and Technology obsessed World if you are an employer you need to manage people.

Managing people effectively is a challenge at the best of times. You need to engage with them, motivate them, coach and develop them, discipline them, and then empower them. Like parenting, this takes time, effort, persistence, and buckets of energy.

A bad manager can take good staff and destroy it, causing the best employees to leave, and the remainder to lose all motivation – Peter Drucker

As a manager, coming to work and just “doing your job” is about managing people. It is not about completing endless to do lists. The job of a manager is to engage and motivate people, who in turn do the work!

22 IRREFUTABLE FACTS WHEN MANAGING PEOPLE:

1. **People are Not Machines:** People have feelings, emotions, and their own minds. It is what makes us humans! The number one role of a manager is to build trust and respect with their people. This is the basis of any human relationship. Treat people poorly (as a machine) is the surest way of killing commitment, and damaging relationships.
2. **Staff Flee Poor Managers:** Over 60% of all staff who leave an employer state the reason as a poor relationship with their manager. You do not need a staff survey to pick this up. You can see and feel it. It is obvious to all except the poor manager. A manager who sees themselves as merely being in charge, will be incapable of engaging meaningfully with staff.
3. **The 20-60-20 Rule Always Applies:** You employ a “bell curve” of staff. 20% of staff will be ambassadors who are capable, motivated, committed, and role model how to



think and act. 60% will be well intended but will need some coaching up. And 20% will struggle so will need support and assistance to step up. A Managers role is to shift the bell curve to the right!

4. **Hire on Attitude:** You can always train up skills. Attitude does not present itself in a resume. You need to meet the person and look at their “BEST” Qualities – That is their BODY LANGUAGE is affirming, they are ENTHUSIASTIC, ENERGISED, and can Make EYE CONTACT, they SMILE on meeting people, and can TALK – Hold a conversation. If they can do this naturally, it is more than likely they will have a good attitude.
5. **A Managers Brand is a Lived Experience:** The experience people have with a manager is how they will be described by others. Your smile is your logo. Your attitude is your business card. Doing what you say you will do is your reputation. How you leave others feeling is your trademark, and hence how you will be described. This is a lived experience.
6. **Respect is a Two-Way Process:** Respect is earned. It takes time and is based on human interaction. It cannot be demanded. As a manager you cannot get caught up in your own self-importance. Assume best intentions of others. Be curious and interested in others. Do not blow a fuse when things go wrong. Adopt and apply common courtesies to all. If you do not know what these are then you should not manage people! Respect is two-way and starts with how you as a manager treat people.
7. **Credibility is the Foundation of Management:** Do what you say you will do. Role model the desired mindsets and behaviours. Teach people how to see issues and act on them. Think solutions and practice above the line thinking. It is the little things done day in and day out that builds credibility.
8. **Symbolism is the Secret Sauce to Culture:** You shape team culture by what you measure, reward, and recognise, and by what you ignore. What gets measured gets done. What you reward and recognise symbolises what you deem important. What you ignore or fail to act on symbolises what you deem unimportant.

The Standard You Walk Past is the Standard You Accept

9. **Team Rituals are Key:** This is how a team teams! Never under-estimate the importance of team rituals. How you start and end a day or week. How you review the month that was and plan the month that will be. How you meaningfully socialise the team. What the informal team habits are such as morning tea and meal breaks. Mechanisms to recognise and celebrate achievements and milestones. Building familiarity with colleagues requires a manager’s intent! It is impossible to be a high



performing team without familiarity.

- 10. Learning is Everything You Do:** 70% of all learning occurs on the job, 20% of learning comes via a colleague, and 10% of all learning is in the formal setting. Allow and encourage people to learn by trial and error. Set an expectation that learning is important and something you are committed to pursuing with all staff “on the job.” This is something a manager must oversee and facilitate – not just talk about.
- 11. No-one Ever Said They Perform Better When Micro-Managed:** As a manager – the more you micromanage the less people will learn and grow. Empowering people is about building their commitment, competence and confidence. Once these are in place give them permission, get out of the way and stop doing the job! Empowering others is the role of a manager. Let them have a go. Mistakes will occur. But that is how adults learn!
- 12. It Takes 3 Weeks to Break a Habit:** There is always a learnt behaviour that either needs to be affirmed or myth-busted by a manager. It then takes 6 weeks to form a new habit. And here is the key. It takes 30 weeks to ingrain and anchor a new habit. This requires a manager to endorse and enforce new habits over the 30 weeks, otherwise “snap back” will take place.
- 13. Team Climate is a Managers Responsibility:** Organisational Culture is based on the values of the leaders and outline how people should act. Team climate is about the direct relationship staff have with their direct manager. It is about mindsets, behaviours, and relationships. This is what a manager owns locally. A poor team climate means a poor manager! Always has and always will!
- 14. Loyalty Starts with a Manager:** Trusting people, practicing gratitude, demonstrating empathy, and supporting people doing it tough is what good managers do. It builds goodwill, which then fuels two-way loyalty back. Your biggest achievements will be with people. Your biggest disappointments will be with people! Welcome to being an employer! You cannot have one without the other.
- 15. Comfort and Growth Do Not Co-exist:** To grow you need to grow your people. That means they need to personally grow and develop, whilst at the same time you may need to recruit and select new people to add to your team strength. This is a constant. A manager must continually explore the “art of the possible” with their team, and the pursuit of continuous improvement. Getting comfortable with being uncomfortable is a reflection of management.
- 16. You Only Get One Chance for a Good First Impression:** Be welcoming. There are 3P's to a first impression. You are deemed PROFESSIONAL. That is, your workplace is neat, tidy, and aligns with your website and promotional materials. You are



PERSONAL. You talk to the team values and behaviours and how it applies in the work setting, and you bring in other team members, so candidates get a feel for how they might fit into the team. You are PERSONABLE. You are friendly, engaging, an active listener, interested in them, and use their name in conversation.

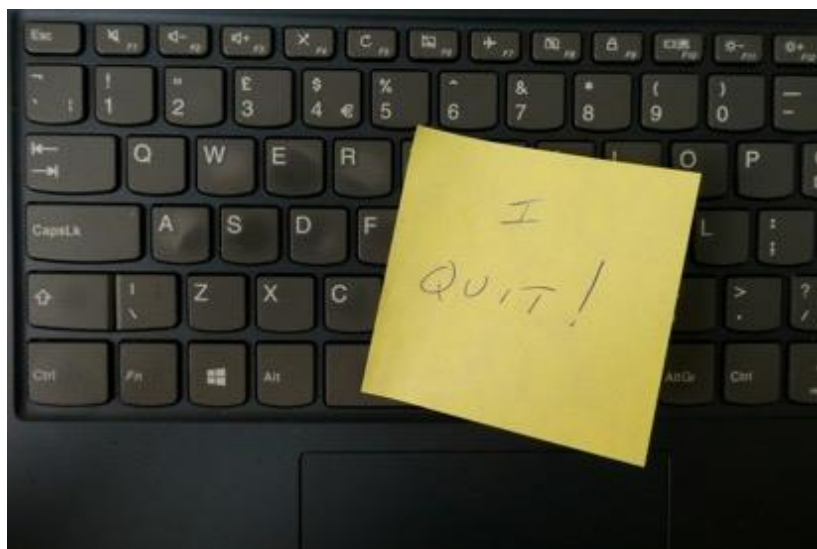
17. **Like it or Not You Employ the Family:** Everyone who works with you has a front-yard and back-yard. They have a career and a personal life. People work so they can feed, support, educate, and grow their families. Every family has their issues, so at times a manager will need to be empathetic, supportive of staff as they juggle their work and family commitments. It goes with the turf of employing people!
18. **A Sense of Pride Requires Achievement:** Imagine never feeling a sense of success and the acknowledgement that goes with it. A sense of progress and achievement is what fuels motivation and the human spirit. You cannot demand staff to have pride in their job if they think today will be the same as yesterday, and tomorrow the same as today.
19. **A Sense of Belonging Requires Recognition.** If staff do not feel valued, they will not stay. A sense of belonging stems from being included in team activities, recognised for efforts, and acknowledged as an important part of a team. Simple management practices of saying thank you or demonstrating appreciation for extra voluntary efforts goes a long way into building a sense of belonging in a team, which in turn fuels loyalty and motivation.
20. **Success is a Judgement – Fulfilment is a Feeling:** Wealth and profit are by-products of human interaction. Important to have a very clear definition of what good or excellence looks like, what inputs will enable improved financial performance, and reward and recognise that. This is what drives fulfilment, by team members knowing they are playing a small yet important part in the overall success of the team.
21. **Act Quickly on Poor Mindsets and Behaviours:** Nothing demotivates good employees more than a manager tolerating a bad staff member. This is about acting on inappropriate mindsets and behaviours as and when they occur. Managers must be clear from the outset of what is and is not appropriate and then role model and enforce these without exception.
22. **What Happens on a Bad Day is Just as Important as What Happens on a Good Day:** There will be good and bad days. That is a fact of life. When things go wrong. When there are issues and problems. When gaps need to be filled. What a manager does is crucial. Do they yell and bang the table or roll up their sleeves and lend a hand? Do they lead the thinking to find a solution, or are they too busy finding fault and laying blame? It is when things go wrong that lessons can be found. How a manager acts



and behaves on bad days sets the tone for the team and how to respond. This is what reveals a manager's character.

A Checklist of 20 Manager Traits that Will Encourage Staff to Leave

- 1. Managers and Supervisors Micromanage their people.***
- 2. Closed Minded Manager (Fixed Mindset unwilling to listen or learn).***
- 3. Manager is not self-aware. Think only of their needs.***
- 4. Look to lay blame on others. Quick to judge and find fault.***
- 5. Talk about others behind their backs – Feeds gossip – Breeds Office Politics.***
- 6. Too Negative. Always focusing on what is wrong. They are joyless!***
- 7. Only provide negative feedback. Never positive feedback.***
- 8. Ignores and fails to act on the inappropriate behaviour of others.***
- 9. Does not role model the agreed behaviours and standards.***
- 10. Disengaged with their team. Sit in an office. Never manages by walking around.***
- 11. Are too tight fisted. Don't invest in staff. Obsessed with costs.***
- 12. Lazy. Expect others to work to specific times, but not themselves.***
- 13. Has an over inflated opinion of themselves. Assumes a superior status.***
- 14. Never interested in a staff member or their family. Treats people as a number.***
- 15. Does not honour commitments. Does not do what they say they will do.***
- 16. Rude. Practices poor manners. No ability to meaningfully thank people.***
- 17. Manipulative. Play mind games with staff to get what they want. Bully people.***
- 18. Intolerant of diversity (in all its guises age, cultural, gender, racial). Blind to biases.***
- 19. Unethical. There is a clash of ethical values and behavioural standards.***
- 20. Toxic! Pure and simple. Life is too short to put up with them.***



Leadership Lesson

Diversity is a fact. Equity is a choice. Inclusion is an action. Belonging is an outcome of good Management

Employees don't leave bad Organisations – They Leave bad Managers

Facta Non-Verba – Deeds Not Words

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