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First, Break All the Rules

by Marcus Buckingham and Curt Coffman



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5 min read

**As a manager, it's
your job to make
sure your employees
are hitting peak
performance.**



This means hiring the right people and keeping them happy at work. Based on research done by the Gallup Organization, this book offers practical - not standard - advice for managers and is largely based on the **feedback from more than 80,000 managers in all industries.**

The Happiness Factor

Any company can grow profits quickly through a variety of means - deals, good marketing, and fancy locations - but for long-term sustainability you need happy customers who receive consistently good service and products. And you can only get that with great management of the people inside the company.

It's long been noted that happier people perform better, are more engaged, and contribute to better productivity. Engaged employees stay with the company longer and care more. The person who determines how happy employees are is the manager as the manager is in control of the company's work environment.

How do you become a great manager?



Select For Talent



Define The Right Outcomes



Focus on Strength



Find The Right Fit



Select For Talent

The first rule to break is to hire people based on experience or skills, rather, hiring for one of three talents and how they will fit into the team.

Great managers see only three types of talents: striving, thinking, and relating. Striving relates to motivation - ambition or competitiveness, for example.

Thinking defines how people approach mental work - some are focused, while others can leave options open.

Relating is communication - the ability to deal with confrontation, for example.



Define The Right Outcomes

The second rule to break is over-managing. Great managers understand they have limited control over workers and focus on motivating employees. They should define the results they want while allowing employees to find their own ways of reaching them.

This approach is more efficient, encourages employees to take responsibility - in turn attracting better employees and creates a motivated environment where employees have control over their own success.

While employees should be able to solve problems and work in their own style, they'll still need rules. Accuracy and safety are essential, as are company standards and policies. By laying out these minimum performance baselines, employees will often go above and beyond.



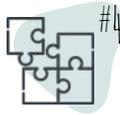
Focus On Strength

The third rule to break is helping employees fix their weaknesses. Instead, focus on their strengths and work around weaknesses.

Managers can offer training, software solutions, or internal partnerships to solve these problems while allowing staff to focus on what they're wired to do.

These managers often know how to help the individual because they develop great personal relationships with each employee so they know how to appropriately motivate them and openly exploit their strengths.

However, a great manager should recognize a real weakness and not hesitate to let the employee go.



Find The Right Fit

The fourth rule to break is perpetuating conventional career paths.

Great managers engage employees in their own career development, knowing that excelling at a particular job doesn't mean they'll do the same in a higher position. Instead of building useless hierarchies focused on promotions, add more responsibility around work the employee enjoys doing.

SELECT
FOR TALENT

THE RIGHT
OUTCOMES

Breaking All The Rules

Great managers understand that every person is unique and motivated in different ways and, without satisfying their employees needs first, they can never expect top

performance. Focus on what's

expected of your people, give

them the equipment and

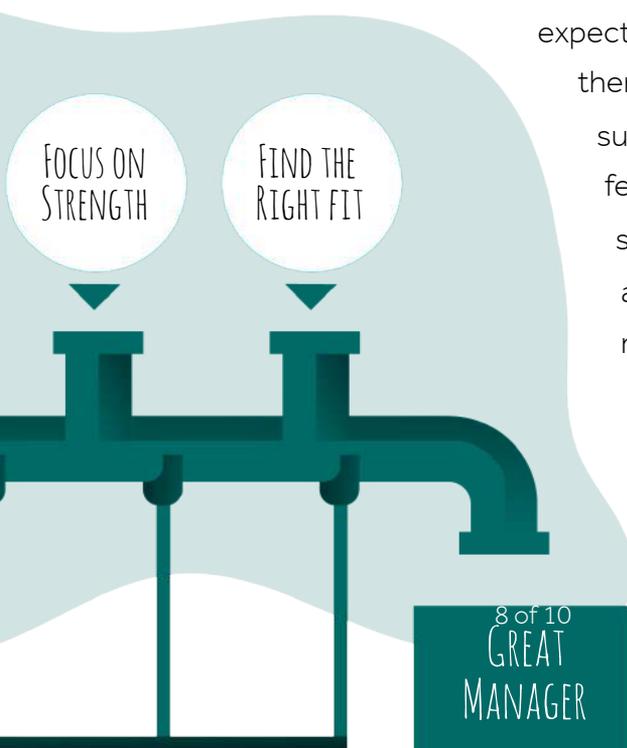
support they need, and give

feedback focused on

strengths and personal

abilities, and you'll see the

results you want!



FOCUS ON
STRENGTH

FIND THE
RIGHT FIT

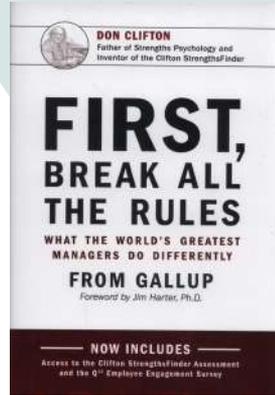
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