1. PREFACE

This book is not about Human Resource Management, of which more later, it is about the management of people. It is intended for a wide audience, from first-line supervisor to senior manager, indeed anyone with direct responsibility for the management of people. It will, I[i] hope, also be of interest to those specialists with little direct people management responsibility, but whose acts, or omissions, can have a massive impact upon an organisation's people. There is a chapter on Leadership, but readers may be pleased to note that it does not contain yet another theory on leadership

The fundamentals of good people management are neither sector specific, nor are they country/culture specific; they transcend (I believe) international boundaries and are equally applicable to all organisations that employ people, or are involved in the management of people:

- Public Sector,
- Private Sector,
- Private Companies,
- Quoted Companies,
- International Companies,
- Multi-Nationals,
- Charities,
- Not-for-Profit Organisations, and;
- Professional Advisors e.g. Lawyers.

There are a number of recurring themes throughout the book, principally: Communication, Consistency, Dignity, Respect and Trust. It is my firm belief that if a manager, or organisation, gets these right then they are on the road to success. This book is primarily based upon my own personal experiences and recollections, but I have also drawn upon a wide range of books[1] that I have read, together with conversations and experiences that I have had with some exceptional people[2].

The book is neither a textbook, nor does it provide any form of legal guidance, so it will not protect you from legal proceedings however, if you, as a people manager, follow the principles set out in the book then that is a good starting point. Do what feels right, do what you honestly believe to be right and do it consistently.

As I have already said, this is not a textbook, but neither is it a novel that needs to be read in its entirety. Read and, I hope, enjoy those chapters that are of particular interest to you; if you enjoy some parts then you may be inclined to read others. The book does not provide a template and I am not convinced that a template for good people management exists, or ever will exist. Unlike machines, processes and systems, people do not fit into a set of Standard Operating Procedures. People think, they adapt, imagine, innovate and invent; they are your most important asset.

I hope that you find some value in the book and enjoy reading it, in whole, or in part, as much as I have enjoyed writing it. To paraphrase my friend Anil Kariwala[3], "I have tried my

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[1] See Acknowledgements.
[2] See Acknowledgements.
[3] See Acknowledgements.

best to keep this book as concise as possible. This is partly because of my limited ability to write at length, but more significantly, my inability to read thick philosophical books end-to-end. So, I have applied the simple maxim - "Do not do to others what you do not want them to do to you". The book is unlikely to enter the Sunday Times 'Best Seller' list, but I would very much welcome any comments, observations and suggestions at robert@robertpurse.co.uk.

2. LEADERSHIP

There are some people who argue that the 'Leadership' of people is quite separate and distinct from the management of people, I disagree. For me they are two sides of the same coin; a truly effective leader must be able to manage their people and a truly effective manager must provide leadership to their people; a good leader may not be a good manager, in which case the leader needs to recognise this shortcoming and ensure that he/she has good managers to compensate. The best leaders are good managers and the best managers are also good leaders. Some, perhaps many, of you will be pleased to see that I do not have the temerity, or arrogance to come up with yet another theory on leadership. In many cases the majority of theorists have, at best, a tenuous link to practical leadership, possibly no better than that of Lewis Carroll. Dr Michael Reddy (my former Chairman at HPA Group and someone I hold in high esteem) was quite disparaging about the many and various leadership models and theories that keep emerging. For my part, I prefer theorists who have, to use common parlance: been there, seen it and done it. I will however start this Section with a quote from someone who probably lacked any practical experience whatsoever of leadership:

"If you don't know where you are going, any road will get you there." – Lewis Carroll (Charles Lutwidge Dodgson) 1832 – 1898

Way back, in the 1970's, when I was undertaking my Army Officer training, I was introduced to a model of leadership that resonated with me then and still holds true, for me at least, today. A minor digression, but probably a worthwhile one, when I left the Army I found that many quite senior managers thought that leadership in the Armed Forces amounted to little more than giving orders and shouting at people. That might (I emphasise 'might') have been true of Wellington's army in the early 19th century, it is certainly not true of the UK's post-National Service armed forces. Save for a, thankfully, small number of zealots and fanatics, no one deliberately puts themselves in harms way without good reason. It requires leadership of the very highest degree, which is why our Armed Forces take leadership very seriously.

Back to my preferred model of leadership, it was originated by a chap called John Adair[ii] and is now generally referred to as 'Action-Centred Leadership'. At its core, it is simple, easy to understand and free of psychobabble; these attributes make a good starting point. The major benefit is that it works and it works in every type of organisation that I have been involved with. My view on the constant stream of new models and theories of leadership is quite straightforward; I am using a model developed by someone with practical experience of leadership. It worked 40 years ago and still works. It isn't broken, so why would I want to change it or fix it? Adair's work undoubtedly encompasses and incorporates concepts developed by Herzberg, Maslow and others, but it clearly demonstrates that leadership is a trainable and transferable skill. It is not an exclusively inborn psychological characteristic. That being said, there are doubtless some personality traits that mean that some people may be more 'naturally' inclined to leadership roles than others. There are also people who

possess personality traits that are commonly found among psychopaths; a combination of the two sets of traits would indeed be a cause for concern.

Leadership is not gender-specific, which is a point worth bearing in mind when you are involved in recruitment. If you are short on names of great female leaders, here are a few:

- Aethelflaed (c.864 – 918) – Daughter of Alfred the Great, known as 'The Lady of Mercia',
- Boudicca (d. AD 60 or 61),
- Catherine the Great (1729 – 1796),
- Elizabeth I (1533 – 1603),
- Helena Rubenstein (1872 – 1965),
- Margaret Thatcher (1925 – 2013),
- Aung San Suu Kyi (1945 -), and;
- Ginni Rometty (1957 -) – CEO of IBM.
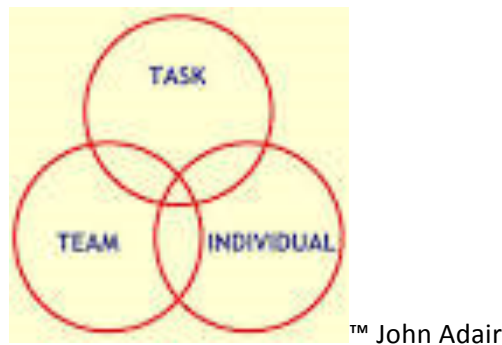
™ John Adair

The 'Action-Centred Leadership' model[4], developed by John Adair, is represented by the 'three circles' diagram shown above. The interlinked circles show the interdependence of the three areas of:

- Achieving the task,
- Managing the team (Team maintenance), and;
- Managing the individual members of the team.

If you obscure one of the circles, the other two are left incomplete. For example if you obscure task i.e. there is no defined task, or there is a failure to achieve it, this will adversely impact both team maintenance/management and individual satisfaction.

Leaders at all levels and in all organisations need to provide their people with:

- ✓ Clarity of purpose (a defined objective)
- ✓ A plan for the team and individual team members (Clear direction)
- ✓ Clearly defined timescales, quality standards and reporting arrangements
- ✓ Individual and team accountabilities and responsibilities
- ✓ The skills to do the job
- ✓ The equipment to do the job
- ✓ The materials to do the job
- ✓ Encouragement and enthusiasm
- ✓ The resilience and adaptability to respond, without losing focus, to the unforseen

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[4] Action Centred Leadership (John Adair) first published 1973

The next vital step is to check that your people have a clear, shared, understanding of the issues covered; you should never assume that everyone understands. Shared understanding is important for two principal reasons:

> **First, everyone understands the contribution their work makes towards achieving the objective, and;**

> **Second, your people will realise that it is a team effort and only if everyone supports each other and works cooperatively with other team members will a successful outcome be achieved.**

This all sounds like fairly basic stuff, which it is, but it applies to every team in any organisation from the Board of Directors, or equivalent, down. It also provides a useful indicator of where accountability/responsibility lies. The leader is responsible for ensuring that all team members have the skills required. The leader is also responsible for ensuring that their people have the equipment and materials needed, and the leader is accountable for achieving overall success. I address the issue of accountability in more detail in the Section on Corporate Governance, suffice to say that I cannot see how it is possible to have good corporate governance without accountability and values.. This list incidentally also provides the framework for a Performance Management process, which is covered in more detail in the section on Human Resources Management.

To be a really effective leader/people manager, you need to be self-aware; you need to understand yourself and how the various aspects of your preferred/typical leadership style (Good and not so good) can impact on your people and affect their performance. You also need to have an understanding of your direct reports.

I firmly believe that every leader/manager would benefit from a full personality profile of themselves, such as the Fifteen Factor Questionnaire (15FQ)[5], 16PF[6], or Occupational Personality Questionnaire (OPQ)[7]. There are many such personality measures available, but please never use one that has not been subject to proper peer review. The British Psychological Society (www.bps.co.uk) has a wealth of information on this topic. The late Professor Paul Kline produced an excellent book (The Handbook of Psychological Testing – published 1995 by Routledge) that is well worth a read. When it comes to gaining a (better) understanding of your preferred/typical leadership, or management style, there are many 'type' indicators available and I have found both the Jung Type Indicator (JTI™) and the Myers-Briggs Type Indicator (MBTI™) very useful. Personality Measures and Type Indicators should only be administered and interpreted by qualified practitioners. In the UK, the best guide to qualified practitioners is available through the British Psychological Society's (BPS) Register of Qualifications in Test Use (RQTU). The BPS can probably also advise on appropriate regulatory bodies outside the UK.

Good self-awareness and a better understanding of the people in your team should result in improved results and can be very productive in the context of improving overall team and individual performance. I firmly believe that truly successful teams need a mix of people with different personality types. Having a Board, or Chief Executive's Team, made up of people sharing largely the same personality characteristics/type may give everyone a nice

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[5] 15 Factor Questionnaire – http://www.uk.psytech.com
[6] 16 Personality Factor Questionnaire - http://www.ipat.com
[7] OPQ – http://www.ceb.shl.com

warm glow, but it can also, in the absence of constructive challenge and criticism, lead to 'Group Think'[8].   As a leader, gaining agreement through consensus is good providing proposals are subject to careful scrutiny.

A better (Shared) understanding of your team and the individuals that make it up facilitates better understanding and greater respect between all team members. On a final note on this topic, effective leaders also need to promote the organisation's values and act as exemplars of those values; they need to 'walk the talk'; this (values) is another element of good corporate governance.

[ii] For more information about John Adair, go to http://www.johnadair.co.uk

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[8] Management Teams – Why They Succeed or Fail. R Meredith Belbin MA PhD (1981): Butterworth-Heinemann