

HOW TO BE AN

# Effective Manager

*A Basic Guide to  
Maximizing Employee Morale,  
Motivation, and Productivity*

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*For my Mom and Dad*



# Table of Contents

CHAPTER ONE . . . . .	7
<i>Surround yourself with high quality employees</i>	
CHAPTER TWO . . . . .	19
<i>Replace unproductive employees</i>	
CHAPTER THREE . . . . .	31
<i>Understand that all motivation stems from self-interest</i>	
CHAPTER FOUR . . . . .	41
<i>Tell employees what you expect of them, then don't micromanage</i>	
CHAPTER FIVE . . . . .	51
<i>Give praise instead of criticism</i>	
CHAPTER SIX . . . . .	65
<i>Issue instructions in a respectful manner</i>	
CHAPTER SEVEN . . . . .	75
<i>Listen to employees</i>	
BONUS CHAPTER FOR HIGH-LEVEL MANAGERS. . . . .	87
<i>Implement a profit sharing program</i>	
CONCLUSION . . . . .	107







*Surround Yourself with  
High Quality Employees*



**T**he first rule of management is to surround yourself with high quality employees. The talent level of your personnel will have a major impact on how successful you are as a manager.

*Who surrounds you?*

Managers must delegate tasks and responsibilities because one person can only do so much. The question is: to

whom will you be delegating? Will you be delegating to someone who is hard-working or lazy, polite or rude, organized or unorganized, competent or inept? The answers to these questions will go a long way in determining how well you perform as a manager.

The bottom line is that you had better surround yourself with talented people or you are not going to accomplish much. After all, how good would the greatest choreographer be if his dancers had two left feet? How good would the greatest football coach be if his quarterback couldn't throw, his receivers couldn't catch, and his offensive line couldn't block? How good would the greatest movie director be if he did not have great actors, great

*Surround Yourself with  
High Quality Employees*

screenwriters, and great cinematographers?

In addition, synergy is created when a group of high quality employees work together. The standard of what is expected from each other is raised by subtle peer pressure. As a result, a culture of excellence is created and sustained. The problem is that the same thing happens on the flip side of the coin. High performing employees caught in a mediocre organization will adapt to their environment and become much less productive than they would have otherwise been under normal circumstances. So, what is it going to be: esprit de corps or esprit de bore?

*“What if I can’t afford to locate and hire high quality employees?”*

You might say “But the cost to land high quality employees can be high and I just can’t afford to invest the time and money that it will take to obtain them.” The truth is, you can’t afford not to. For a product to succeed, customers demand that it be consistently excellent. At the end of the day, the quality of your product is going to determine the success of your business, and your employees play a major role in determining that level of quality. An iron-clad principle of business is that if you tolerate mediocre employees, then you are tolerating giving your customers a mediocre product. Therefore, it is

*Surround Yourself with  
High Quality Employees*

unacceptable to have an “OK” or “decent” or “so-so” group of employees unless you find it acceptable to give your customers an “OK” or “decent” or “so-so” product.

The extra cost and effort needed to lure a high quality employee to your company is actually little compared to all of the indirect expenses that will accrue as a result of having a mediocre employee. What is the cost if an employee can't get along with others? What is the cost if an employee doesn't show up to work on a consistent basis? What is the cost if an employee doesn't treat customers well? What is the cost if you have to correct his mistakes all the time? What is the cost if an employee quits soon after he is hired? Therefore,

you can either invest a little more time and money now for a good employee or pay a lot later for a bad one.

*“Where do I find high quality employees?”*

If you ever catch yourself saying “But I don’t know where to find high quality employees,” then it usually means that you are not trying hard enough. Don’t just post a classified ad and see who comes knocking. *You must be as aggressive and persistent going after good employees as you are going after good customers.*

You should imitate the college coaches and recruiters who go after the best high school athletes. They are legendary in the techniques they use to

*Surround Yourself with  
High Quality Employees*

lure the top talent to their schools. This is the mindset you must have when trying to acquire high quality employees. Figure out exactly what you want in an employee and then hunt that person down.

Ultimately, though, your employees can be your best recruiters. If they are well paid, working with other good employees, being treated fairly and with respect, receiving appreciation for good work, having their ideas, opinions, and concerns heard, and working in a pleasant atmosphere, then they will spread the word about their experiences with the company. Soon, you will be flooded with job applicants. Remember, winners want to be surrounded by winners, and they want to play on a winning team.

### *Team chemistry*

When you hire an employee, you must figure out how well he will fit in with your other employees, because no employee works in a vacuum. Team chemistry is extremely important.

Because of the importance of team chemistry, your present employees should be involved in the interview process if they are going to be working with that person. For example, after you have interviewed the candidate, one of the employees could be assigned to show him around the company and introduce him to everybody. The employees could then have a group meeting with you and let you know what they thought about the candidate. You will then have more information

*Surround Yourself with  
High Quality Employees*

upon which to make your final decision.

When employees are consulted, the selection goes from being “your” choice to being “our” choice. This consultation will make employees feel a much stronger bond to the team. They might even begin to take a more active role in trying to help locate high quality candidates.

*Summary*

Just as a chef needs high quality ingredients to make a great meal, a manager needs high quality employees to give customers a great product. Who do you have around you?