



Tanmay Vora

QAspire.com

Call them “managerial manners” or “leadership etiquette” or simply common sense, here are 101 simplest ways to add grace, decency¹, remarkability and result-orientation into your management style without putting off people.

¹GraceandDecencyareTomPeters’ favoritewordsinbusiness.<http://www.youtube.com/watch?v=1gSFfg01gek>

1. *Be human-focused.* Your people are human beings, not just numbers of your business. Not just “resources”.
2. Greet them by their names.
3. *Respect their time.* Don’t intrude when they are busy working. Worst: Never assume that they may not be working!
4. *Respect your time.* Manage it well. If you are disciplined about how you use your time, people will always respect yours and their time.
5. Say “*Thank you*” more often. Appreciate their contributions and participation.
6. *Share credits freely.* Recognize their achievements open-heartedly. Key to being the best leader is to own the failures but share the success.
7. *Smile more.* Smile often.
8. Use “We” more than “I”.
9. Remain calm in the face of crisis. Give confidence to your team that you’re around to solve their problems.
10. *Treat everyone fairly.* Equally. Favoritism breeds politics.
11. *Criticize in private,* that too, constructively. Remain objective.
12. When someone says truth or shares unpleasant news – don’t shoot the messenger!
13. If you are wrong, there is no harm in accepting it graciously. *Saying I am sorry.*
14. *Never lie.*
15. Learn to remain silent. You don’t have to add your 2 cents in everything you hear.
16. ***Listen intentionally.*** Let the other person complete what he/she has to say.
17. *Be non-judgmental.* Constantly trying to rate people puts them off.
18. *Avoid sarcasm.* You might want to sound witty, but people don’t necessarily like it.
19. Don’t jump into response. Take time to think before say “No” and “But”.
20. *Remain in the present.* Understand the “current context”. Don’t talk too much about your past glories.
21. When angry, don’t speak. Frame your response carefully before delivering it. ***Control your emotions.***
22. Avoid making calls for trivial issues in non-office hours. Even if you have to call people in odd hours, be apologetic about it before you start talking about work.
23. When in crisis, people will have to stay late hours and attend the priorities. Let them know that you appreciate it. Give them a compensatory off.

24. Have cross-cultural sensitivity.
25. Always get into the meetings on time.
26. Always end your meetings on time. It shows that you respect everyone's time.
27. Don't schedule meetings without an agenda and desired outcome.
28. Define the action items after meetings clearly.
29. Better yet, go SCRUM way. Do daily stand-up meeting to review progress, set priorities and identify roadblocks. Everyday exercise for keeping the momentum!
30. ***Do what you said you will do.*** A very basic way to remain integral.
31. In communication, don't just pass the buck. Limit the number of FYI emails you send!
32. When delegating, give the background and perspective. Take time to explain. ***Provide guidance.***
33. Better yet, share long term vision and tell your team what you are trying to accomplish individually and as a group.
34. Give reasonable deadlines. *Use ASAP as less as possible.* ASAP is not quantifiable. ASAP means "yesterday".
35. *Remember stuff.* If you forget what someone told you yesterday, it can be painful and frustrating for the other person. Take notes about important stuff.
36. ***Over-communicate (if needed) on expectations.*** Establish your work standards and communicate. Clarify relentlessly.
37. *Be transparent* and stay away from politics.
38. For yourself, *under-promise and over-deliver.*
39. *Be interested in people.* Not just their work or outputs.
40. Realize that people have personal problems too. ***Practice empathy.***
41. Delegate work that helps them grow in areas of their strength.
42. Don't dump work on someone because they are efficient. Manage their workload.
43. Once in a while, keep them unallocated. Let them use that time for charging their batteries and learn something new.

44. *Shake hands often. A hand shake is formal way of sharing warmth.*
45. **Make eye contact** when talking.
46. When you get a chance, introduce people with confidence. *Bring their brighter side to the fore!*
47. *Make it light.* Business is not weight lifting. Share anecdotes and personal stories when appropriate.
48. **Treat others the way you would like to be treated.**
49. At all costs, avoid being negative. Don't speak low of other team members. Don't speak low of your organization.
50. Instead, generate positive energy through your words. *Praise the progress.* Take a note of key improvements. Appreciate good results.
51. **Be kind!**
52. When discussing, focus on solutions, not on problems. Problems can be discussed endlessly.
53. *Create learning opportunities for your team.* Think about their learning and growth. Establish goals for team learning.
54. For that, learn a few new (no, many!) things yourself. *Keep learning!*
55. Sure. You are a leader, but your primary job is to serve your team members.
56. Remember, the only thing you control as a manager is your own behavior. Your behavior has a net direct impact on performance of your team.
57. If you manage a large team, wander occasionally. Meet and greet people. Get to know them. *See if they need any help.*
58. Being firm and polite at the same time is a skill. Being firm doesn't mean being impolite. *Being polite doesn't mean weak.* Raising your voice does not necessarily indicate strength.
59. *Be responsive.* When you don't return calls or ignore emails, it tells others that you are not interested.
60. **Be thoughtful** in everything you do. If you don't know something, be gracious accept. Never speak from the platform of half-baked information or knowledge.
61. Understand that people don't work because they fear penalties. People work because they want to make a difference. Imposing penalties is not always an answer. In fact, it is NEVER an answer!
62. **Show that you trust.** Verify, but not in a way that puts off people. Let them take decisions.

- Respect their decisions. Allow them to make mistakes, and learn from them.
63. Don't defer important decisions. Take them when they are required the most, or even before that.
 64. Problems have a tendency to grow bigger with time if ignored. Solve them when they are small.
 65. *Set your priorities right.* Work more on less number of initiatives. You'll set a right example for others to follow.
 66. ***Be enthusiastic.*** If you are not excited about what you are doing, others will never be excited.
 67. ***Simplify,*** whenever you can. Whatever you can.
 68. Understand that *your people are your customers* – internal customers, but no less important.
 69. ***Blame process, never people.*** All failures are “team failures”, never individual ones.
 70. Remember the lessons, but don't always harp on past failures.
 71. *Focus on “why”* – almost all activities being done by your team should address a “Why” – perhaps a big “Why”.
 72. Develop understanding of work being done by people at all levels within your team. Unless you don't understand, you will not be able to appreciate. Or add value either.
 73. *Elicit ideas.* Promote them relentlessly. If your team does not come to you with new ideas regularly, you have a problem.
 74. Once decisions are taken, leave people alone and let them perform. Micromanagement is bad. So is overly broad management without attention to details. Manage reasonably.
 75. Limit number of meetings to a minimum.
 76. *Go Lean, eliminate waste.* No unnecessary emails, meetings and discussions.
 77. ***Share feedback with your team often.*** People want to know how they are doing. Feedback is their compass. It gives them a direction.
 78. When sharing negative feedback or opportunities for improvements, don't use language or expressions that hurt self-esteem.
 79. *Very basic rule:* If you have a feedback/concern with someone, discuss with them, not with their co-workers or other colleagues.

80. Learn how to communicate effectively in virtual environments (calls, video conferences etc.)
81. When on a virtual meeting, follow the same behavior that you follow in real life meetings.
82. **Speak slowly. Speak clearly.** Pronounce names very clearly. (True for real life meetings and collaboration as well!)
83. When dealing with people in other time zones, greet them according to their time zone.
84. Your written communication is the blueprint of your thinking. Make sure mails are written in a clear language, correct grammar and no typos. Don't use abbreviations others don't know about. Don't use text-message-slang in emails.
85. When in meetings (real or virtual), elicit participation. Ask open- ended questions. Seek their views.
86. **Dress for success.** When people don't know you, they will perceive you by what you wear and treat you by how they perceive you.
87. *Pay attention to what you pay attention to.* You get more of things you care about. You get more of behavior you value.
88. Measuring stuff that doesn't count (or stuff you don't care about) is a waste.
89. Don't expect people to provide you status and reporting if you are not able to really solve their problems. People expect you to solve their problems and eliminate the roadblocks.
90. *Never underestimate the power of preparation.* Preparing well for calls with clients, internal meetings and everything else helps in boosting your confidence, and hence your team's confidence.
91. **Schedule only 60% of your day.** You're a leader and you need to be prepared for exigencies. You also need to schedule time for your own work.
92. *Schedule "solitude slot" every day* – and use it for strategic thinking. Take 35,000 Ft. view of how your area of work is progressing.
93. Start your day on a right note. Tackle big-hairy issues first thing in the day when you have maximum energy.
94. You don't need to be 100% democratic in decision making. You cannot be 100% autocratic. *Key is to balance both.*
95. *Establish rituals* (planned meetings, team meetings, review sessions etc.) for routine stuff. It takes a lot of pain away from your planning.
96. *Think of performance appraisal as an opportunity to inspire.* It is about "them". Most

performance appraisal meetings end up hurting someone's self-esteem. Don't do that.

97. Be extra careful when hiring. Right people on your team will only help you elevate your game.
98. ***Don't tolerate poor quality.*** Quality you will expect is the quality you will get, if not immediately, then over a period of time.
99. Learn to see the "systems". Events are never isolated but a part of a system. It helps you show a larger perspective to your team.
100. *Foresight is an important leadership trait.* With ability to see the "system", you will be able to forecast issues, change and risks. Plan your response early.
101. As a leader, "power" and "control" are myths. "Empowerment" and "trust" are the realities.

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