

10. Managers' Guide: Where Leadership Meets Politics

This lesson will delve into the psychology of being an effective manager.

It combines both elements of effective leadership and workplace success.

There are important differences between “manager” and “leader”, namely that the former has less power in shaping the culture and moves within the constraints (and opportunities) of a bigger organization.

But there is, of course, also much overlap.



#1. Embody The Company's Culture

Yes, loving your job and fitting the culture *do* can help you amassing more power.

Fitting the culture will do two great things for you:

- 1. Increase the chances you get promoted**
- 2. Make you more confident and charismatic**

Embodying the company's culture is the equivalent of the technique "aligning with power" that we discussed in "types of political player" and the equivalent of "embracing change" that we discussed in "political pitfalls to avoid".

Embodying the culture and values leverage the same principle: it aligns you with power.
And it works.

The second bonus is that you can align your values and beliefs with your words and body language.

And congruence of values, words and body language is exactly what allows you to come across as charismatic, persuasive and powerful ([Morgan, 2014](#)).

What happens when you don't fit the culture

Think about it:

Who stays in a place they don't like, doing things they don't believe in?

Is it powerful managers, managers with options and who take charge of their lives?

Or is it managers with few options and who easily sell out their values?

Of course, it's the latter.

The result: managing people in a culture where you can't be yourself makes you look slimy, powerless and *uncharismatic*.

Granted, there is no place where you agree with the culture or with upper management's decisions 100% of the time, and that's fine. But you should definitely avoid jobs and industries where you have no interest whatsoever. And you should avoid companies where you fully dislike the culture and/or the management.

If you decide to be fully yourself in a culture you fully disagree with, one of two things will happen:

1. Your reports side with the company and against you
2. Your reports side with you and against the company

If you have lots of power already, then you might leverage your disagreement to campaign for change.

And, if you win, acquire even more power -that's how some CEOs get to their post-.

But if you don't have enough power yet and upper management catches on to your rebellious attitude, you will be quickly branded as "problematic".

Summary:

Do seek companies and jobs where you can align yourself with the culture.

You come across more sincere and charismatic and you automatically align yourself with upper management.

#2. Develop A Group Identity: Turn Individuals Into Team Players

How do you build team spirit?

Here is the most important aspect of building teams: **you must lead your reports to identify with the team** (or company).

It's that sense of belonging, often encapsulated in people defining themselves as team members, which turns individuals into teams.

John Turner, the researcher behind the self-categorization theory, explains that **when people define themselves as group members, they also start *behaving* as group members.**

And that's when pro-social behavior typical of team-spirit starts (ie.: mutual support, personal initiative, going the extra mile, etc.).

As a rule of thumb: the more your employees define themselves as part of your team, the prouder they will be for being part of that team. And the prouder they will be, the harder they will work for you and for your team.

How to Develop A Team Spirit

Here are a few concrete steps to develop a group identity:

1. Start by defining *yourself* as a group member
2. Be the first to contribute to the group
3. Get to know your employees beyond the minimum work-relationship
4. Help your employees get to know each other, ideally forming out of work friendships
5. Mentor your employees (a practical sign of caring and contribution)
6. Talk about "us" and "how you are (as a group)"
7. Celebrate team victories

8. Celebrate the main actors for that win, but also tie it back to the team effort
9. Be uplifting and foster an uplifting environment (ie.: give them reasons to be part of that group)
10. When things go well, highlight “how good you are” and “how well you are doing” (as a team)
11. Come up with “team-characters” (ie.: the “precise guy”, the “salesy guy” etc.)

A strong team will reflect very well on you and it will increase your internal power.

#3. Master The Managerial Power Toolset

This section will introduce how managers can effectively wield power and influence.

#3.2. The 6 Forms of Power

Let's start with the classics.

The most influential work when it comes to academic research on power has been that of [French and Raven](#), who identify six different forms of power.

Let's introduce them through an example: a manager who wants his reports to attend a weekend seminar.

That manager can achieve his goal through one of his 6 powers (or a combination of them):

- 1. Rewards:** pay the overtime, assign future high-visibility tasks, etc.
- 2. Coercion:** pass the employee for promotions, “mobbing”, assigning unpleasant tasks, etc.
- 3. Expertise:** reports attend because the manager recommends it, and they trust him because he's an expert (ie.: he says it, so it must

be good)

4. Information: the manager sells the idea well and makes the reports *want* to attend (this is persuasion)

5. Legitimacy: reports attend because they recognize the manager's authority over them (this is ranks and titles)

6. Respect: reports attend because they respect their manager and look up to him (this is a subset of soft power)

What type of power managers use depends on context ([Bacharach, 1980](#)), personality, company's culture ([Ashforth, 1994](#)) and, of course, who they are dealing with.

This is how managers feel they can use one of the six types of power, depending on who they are dealing with (superiors, peers or reports):

Power	Examples	Ability to Use On		
		Superiors	Peers	Reports
Reward	<ul style="list-style-type: none">• Promote• Award pay rises• Assign desirable duties	Very low	Low	Moderate
Coercive	<ul style="list-style-type: none">• Demote• Impose financial penalties• Assign undesirable duties	Very low	Very low	High
Expert	Specialized knowledge in a particular domain	High	High	High
Informational	Ability to present persuasive and logical arguments	High	High	High
Legitimate	Role-related (e.g., general, head of department, supervisor)	Very low	Low	High
Referent	Capacity to be admired and/or respected	Moderate	High	High

Taxonomies of power and the observed capacity to use them on others (based on Kahn's survey)

The managers were correct when it comes to the *capacity* to use power.

And you might want to take note that expertise and persuasion are the true “all seasons” when it comes to power.

But if you want to be a truly outstanding manager, then we can’t stop here.

We need now to discuss the ability to *motivate* and *inspire* your reports.

Motivation and inspiration are partially included into the “referent” power, but there is more to it.

#3.3. Increase Your Influence by Appealing to Intrinsic Motivation

Reward, coercive and legitimate power are the easiest to use.

Why?

Because they come prepackaged with the territory.

The moment you got promoted to a managerial position you got the title (legitimate power) and you got the power tools of the trade (rewards and punishments).

But managers who stop there are poor managers.
See an example from Don Draper:

<https://youtu.be/w2MV-x924KA>

Don Draper thinks that incentives are all that is needed. Had been able to lead through intrinsic motivation, he would have been a more effective manager.

Classical research of [Lippit & White](#), reproduced many times over in social science, shows that **incentives might lead to compliance, but not to conversion.**

Meaning: your reports might do it, but they will not believe in it and they will not take ownership of your goal.

Now you might ask: who cares why they do it?
all I care is that they do it (and help me get ahead).

Well here is why: because being able to convert gives you more power.

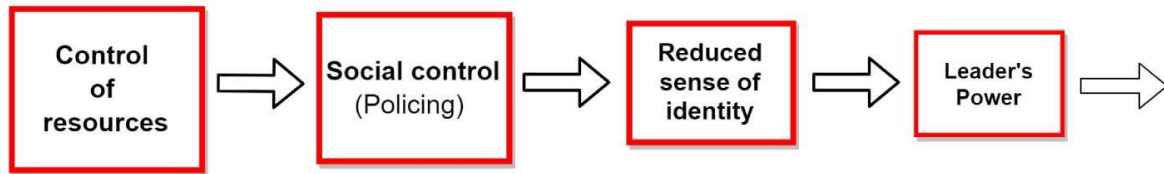
Relying on rewards and punishment (or “carrots and sticks”) also come at a high price.

Rewards and punishments deplete your resources, and disenfranchised employees require more supervision, which, again, costs time and money.

See the first half of the diagram:

Leaders' Influence on Groups

Extrinsic VS Intrinsic Motivation



Leading with external incentives (carrots & sticks + policing) decreases power via resource depletion & group alienation (AKA "power over")



Leading with influence (intrinsic motivation + shared identity) increases power via greater group's self-motivation & support for the leader (AKA "power through")

Source: ThePowerMoves.com



What's the alternative?

The alternative is intrinsic motivation.

Intrinsic motivation includes:

Shared group identity with the team (ie.: reports proudly self-categorize as group members)

Shared identity with the manager (ie.: "us and the manager both belong to this great group")

Alignment of individuals' aspirations with team's goals

Uplifting, supportive environment members *want* to be part of

Which one is superior, intrinsic or extrinsic?

So far the accepted consensus in the social sciences is this:

As long as you reach a minimum threshold of salary, then intrinsic motivation is more effective than extrinsic motivation

That is of course even more obvious in politics and in non-profits, where money plays a smaller role ([Tyler & Blader, 2001](#)).

But it's a huge -and common- managerial mistake to think that in for-profit businesses, people are more motivated by money and "what's in it for me" types of exchanges.

[Organ and colleagues](#), for example, show that employees' willingness to "go the extra mile" hinges on them *not* asking "what's in it for me".

And the very best for-profit companies are *built* around intrinsic motivation.

[Simon Sinek](#), for example, makes a compelling case that people dream working at Apple because Apple speaks to their identity and it helps them define "who they are".

But you don't need to have Apple products to help people identify as "who they are": self-identification with your team is the same, and it's equally powerful.

To you as a manager, it means yes, you must provide a fair salary, but also that you must form -and appeal- to higher motivations and ideals. And **don't think that because you work in a dull industry it can't be done**: *any* group of people can foster a prideful sense of belonging.

A highly engaged team will reflect very well on you and it will increase your internal power.

#3.4. But Do Keep Control of Sticks and Carrots!

The fact that you leverage intrinsic motivation does not mean that you let go of sticks and carrots.

They are still helpful where intrinsic motivation fails, and they are still what defines you as the manager, after all.

Your friendly handshake on the table is always most appreciated when there is a revolver in the drawer.

-The Power Moves

#4. Develop Your Social Power

If you want to be more than a good manager and join the exec cadre, then you need to develop social power.

The first module was all about social power.

Here more advice specifically tailored to managers:

1. Don't talk too much

Managers who talk too much are perceived as being too friendly and chummy.

Friendly and relatable, yes.

But *too* friendly and chummy, no. You can't be top management material if you're too close to the bottom layer.

You also want to handle power issues with fewer words ([see an example in the advanced frums](#)).

2. Direct meetings, don't participate

During team meetings, focus less on speaking and more on directing the discussion of others.

Act like an orchestra director: encourage the most expert members to contribute more, stop the members who are going off-top, make sure the discussion remains productive and help reach a decision.

Then assign tasks and summarize.
That's how powerful managers behave.

3. Don't over-apologize

Powerful managers who are going places focus on getting things done, not on exculpating themselves.

Furthermore, too profuse an apology feels like begging for forgiveness, which is emotionally needy and puts you in a subservient position.

Solution?

Learn to say "I'm sorry" in a more neutral tone:

https://youtu.be/qOgwu5_nytM

Skip the pose which might be a bit too cocky and hear the tonality of "I'm sorry".

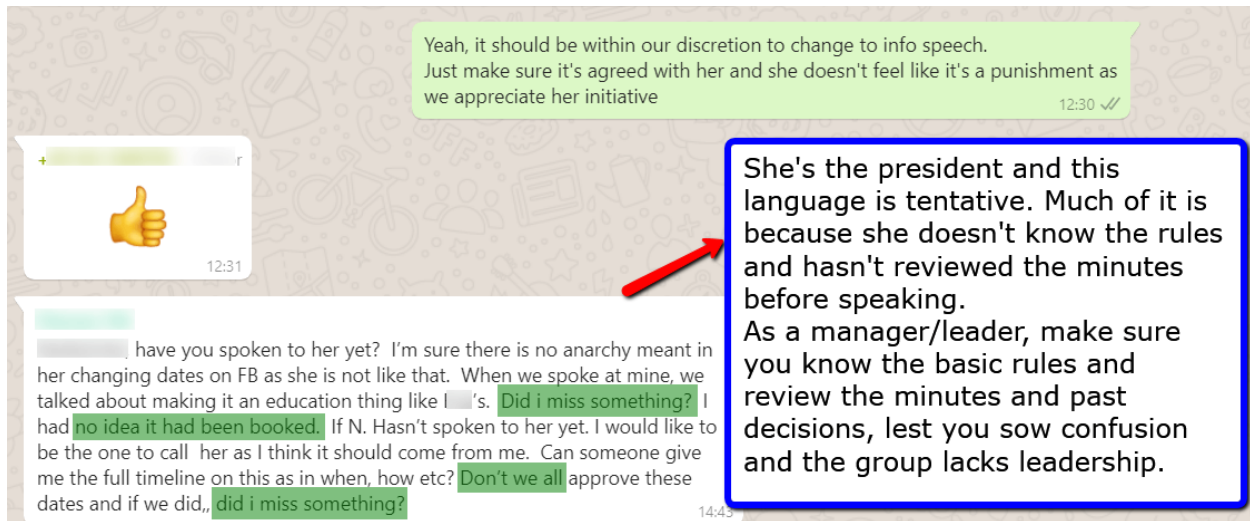
It's very neutral, as if to say "I've made a mistake there, so what, let's move on".

4. Avoid tentative language: learn rules and processes

Try to avoid too much tentative language.

This is especially important when you're starting out and don't yet know the rules and the unwritten rules.

Look at this example:



It's too long, too tentative, and it shows a lack of understanding of basic processes that heavily tarnishes her reputation. The message says he should be the one in charge - "*I think* it should come from me", but he's not acting like an authoritative leader.

To smooth out the transition to the upper position, seek mentors and learn the rules and policies. The written ones and, ideally, the unwritten ones.

5. Avoid getting snippy and irritated!

Remember, when you get snippy with your reports, you descend at their level.

And people don't respect managers who lower themselves at their levels, they want a boss, an authority figure. Avoid getting mired in the day to day mood swings, be the rock people look up to when the emotional waves are casting them adrift.

#5. Acknowledge & Promote Hierarchies

All groups have a hierarchy ([Peterson, 2018](#)).

Leaders who follow our current zeitgeist and pretend hierarchies don't exist will only look weak and... A bit daft, too.

What should you base your hierarchies on?

Hierarchies must be based on tangible benefits people bring to the team, including:

Results

Effort (ie.: show example of dedication and hard work)

Spirit (ie.: upbeat, positive, full team loyalty etc.)

Hierarchies function in parallel to actual job titles, since not everyone with the same title (or comparable title) contributes in the same way.

Acknowledging and respecting merit-based hierarchies shows that the manager rewards contribution.

And it sends a simple message: if you want to advance in this team, all you gotta do is to help the team.

5.2. But Don't Tell People Who's Lower

One poor manager once said to my colleague:

***Bad Boss:** Lucio is more senior than you are*

And with that, he created a rift in the team.

I didn't feel close to him because he didn't tell *me*, my colleague hated him and the two of us got closer together *against* our boss because we formed a bond against his "divide and conquer" strategy.

Don't make the same mistake and never tell anyone they're "lower" than someone else: it's divisive and promotes internal infighting.

What you do instead is to simply reward those who contribute more and praise them more.

Which, in turn, will serve as an encouragement for everyone to do the same great job.

And that's the hallmark of soft power influence: having people work for your approval and rewards (basically: the "judge" role).

#6. Champion Your Group: They Will Love You For It

Theoretically, everyone should support the company as a whole.

But that's not how people's minds work.

Probably because of our evolution, people tend to break-up bigger groups and to form smaller units of allegiance.

None of your reports will say it out loud, but they will secretly resent a manager who doesn't seem to stand up for his team.

And everyone will love a manager who champions and defends his team.

Social research shows that **the more your reports see you as defending and championing them, the more they will love you and support you.**

Says leadership researcher [Haslam](#):

Leaders' capacity to exert influence—the very essence of leadership—rests on their behavior being seen to have “done it for us.”

Of course, “championing” your team within a bigger company requires some tact and can’t be too brutal and obvious. But there are plenty of ways to do it.

#6.3. Machiavellian Tip: Romanticize Your Support

There are many ways to “romanticize” your support.

For example:

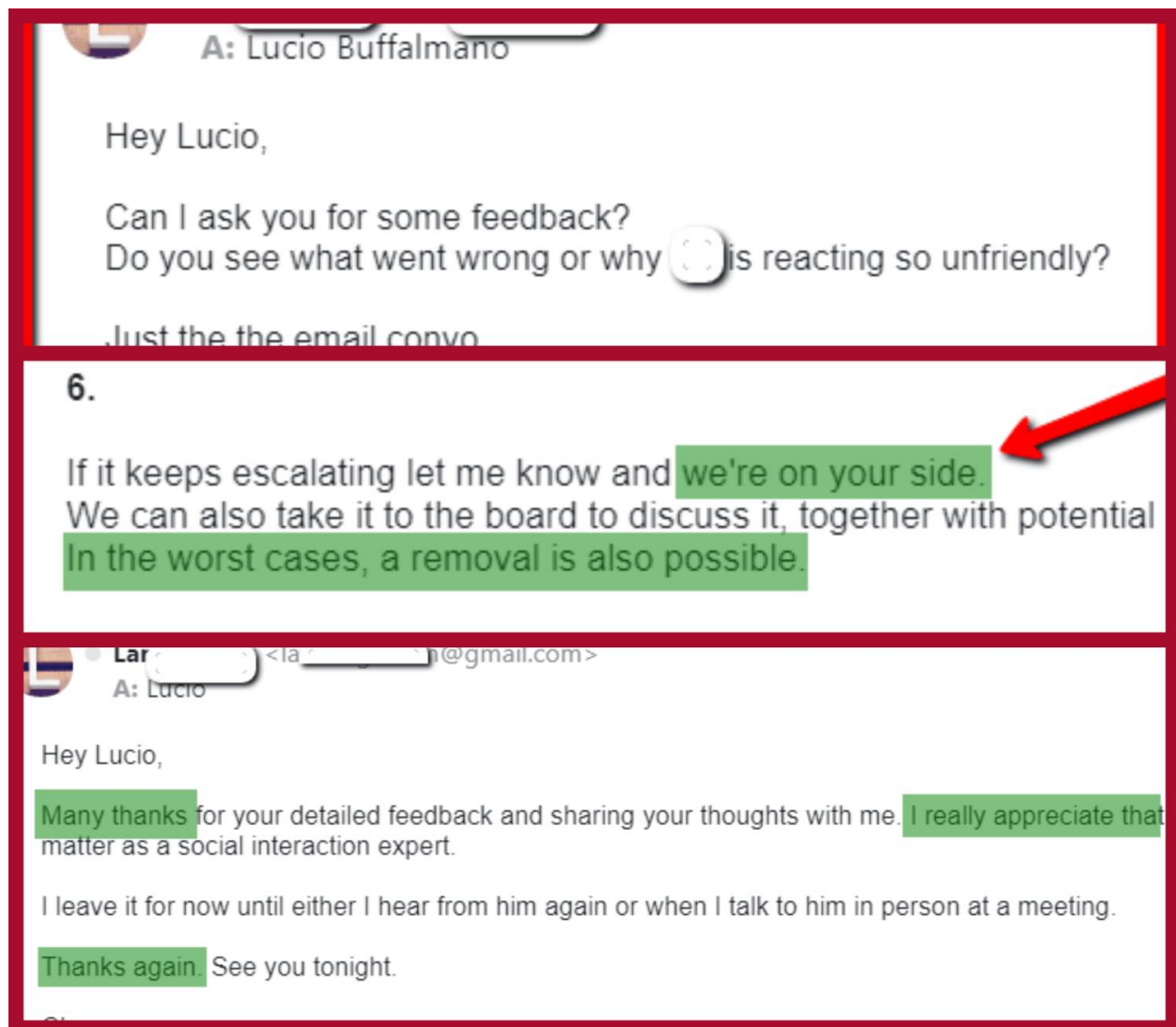
Strike The Easy Enemies

You might face situations where someone has done something obviously wrong towards one of your reports.

Those are the perfect, easiest situations to show all your support while risking little (since the punishment was going to be delivered anyway).

Below is an example of me leveraging such a situation.

One of my team member had received a series of rude and borderline abusive emails and he passed them on to me for “feedback” and review (code word for: “can you jump in and side with me, please?”).



He wasn't sure if it was even OK to involve me, and approached it indirectly.

When I saw it was a case of verbal abuse I gave him feedback on the email conversation and then made it clear I -and the team- were on his side.

You can see how glad he was about it.

This was perfect also because there had been some minor situations with this team member, and "defending the team" will also help you to mend relationships.

In salary negotiations, be (slightly) on your report's side

There is always a tug of war between reports and HR.

Usually, HR has a range for each position, and it's often in the your best interest to help your reports be in the upper range.

If you are the founder negotiate with a “higher authority” for salary approval and play the good cop / bad cop through the higher authority (see: [manipulative negotiation techniques](#)).

Leverage other departments (tactfully!) to show you're on their side

It's a well-known phenomenon that outgroups help a group to bond.

Of course, you gotta be careful here.

Exaggerating will make you come across as a bad fit for the organization.

But imagine your report complains to you about “that other department” which, as usual, is slowing down his work. The typical manager response is that you're all part of the same company and that the other team is also struggling with their own things.

That's a “pro-company” answer: it's good for the company, but it often frustrates your report and does not help you.

What can you do, instead?

Still give the “we're all one company” spiel, but talking about the other department you will add a slight sigh, a head shake... All this communicates to your report “I'm with you, I get you but I gotta keep it official here”.

Then give him some advice on how he can approach it.

Basically: you take his side, but without sticking your neck out.

#7. Set The Example: Be The Manager Everyone Wishes To Be



Here we overlap again between manager and leader.

You want to be representative of the group (ie.: not too dissimilar) but, as a manager, **you want to represent the group as one of its very best members.**

Standing out because of your personality and/or performance will make your leadership all the more influential.

On the other hand, being an average performer will make it harder to manage the most driven individuals, who will be thinking “who the hell is this guy to manage *me*”.

Some crucial areas to excel at:

Work Ethics: work harder than anyone else

Work quality: deliver great work

Preparation: prepare, because sloppy managers lead sloppy teams

Knowledge: know more than anyone else

Learnability: show your inner strength by appreciating “learning” more than “being right” (see: [how to develop a growth mindset](#))

And avoid:

Social climbing

Abuses of power (personal vendettas, sleeping with reports, demanding exceptions, etc.)

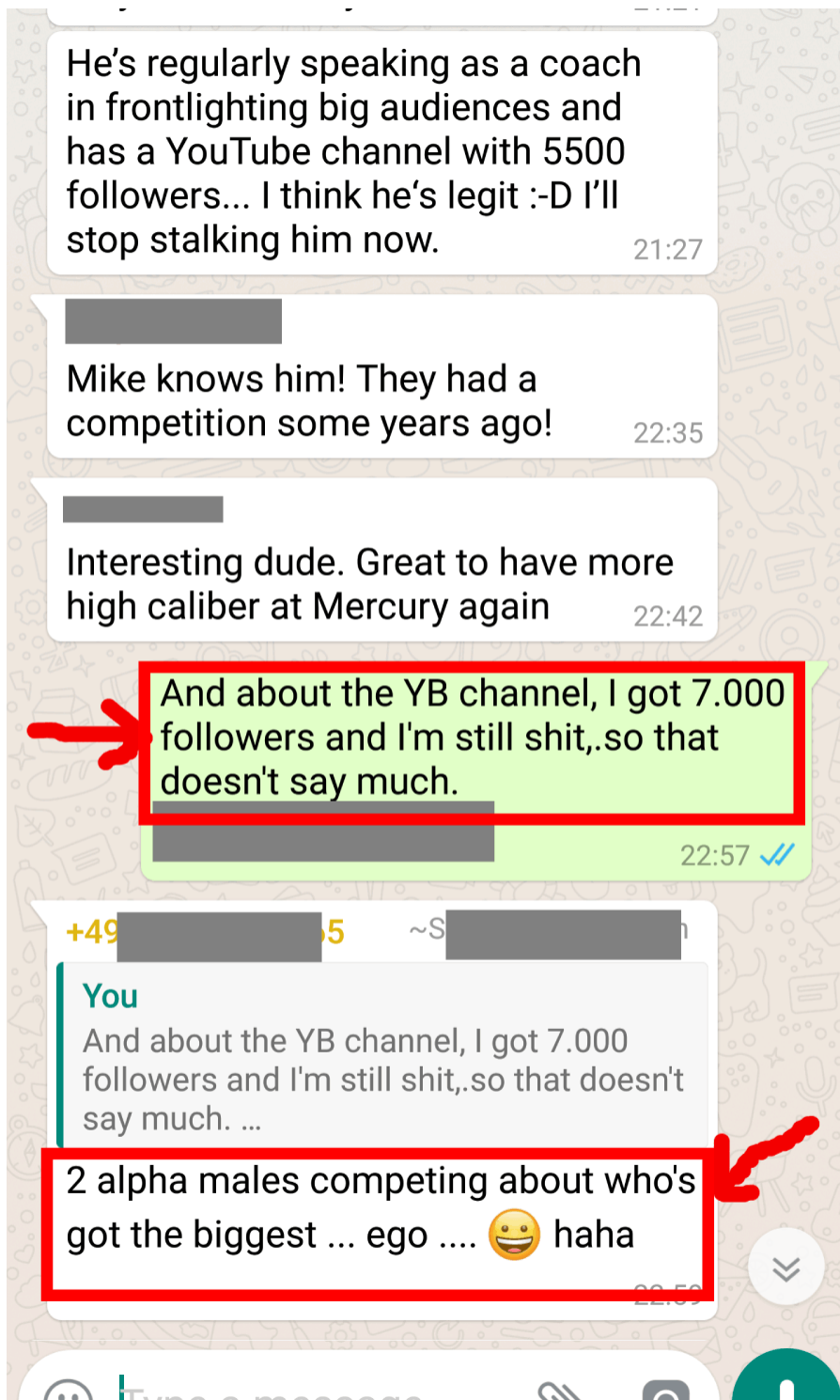
Competing with other managers

Competing with the reports

Getting too wasted at companies' parties (nothing screams “sloppy” as an overly drunk manager, only beat by a wasted manager who gets too emotional or sexually forward)

About the last one, watch out about even *looking* like you are competing.

See an example below:



I meant it like the number of subscribers says nothing, but it was still received as me competing for status and I looked ver un-leader like. Avoid this situation with clearer communication. And **never look like you're pushing down other high-caliber talents.**

To avoid falling into a competition mindset, **see yourself as a sports team coach**: the more talent you can get, the more you can win.
Your reports are working *for* you!

And, finally: **keep your ego in check**.

Several social studies confirm that leadership grounded in shared identity beats ego-driven leadership.

#8. Keep A Healthy Emotional Distance

The concept of vulnerability is all over the place these days.

But a manager cannot be too vulnerable.

Over-sharing your feelings, personal stories, fears and hang-ups will make you seem weak and too close to your reports to actually lead them.

Much better to keep most of your private life private, especially at work and in the beginning.

Then, when you will open up a bit outside of the office, it will feel like you are truly trusting your reports.
And it will feel special.

Everyone likes a vulnerable manager.

Except that when they get one, they don't really respect him.

-The Power Moves

#9. Dispense Emotional Rewards

You know the sales mantra?

Always be closing.

The good manager mantra could be:

Every time you seem something good, say it

[Blanchard and Johnson](#) say that most managers give feedback only when something is wrong.

And just like that, they make the employee feel like whatever they do is wrong and that they unfairly criticized and underappreciated.

#9.2. Example: The Emotionally-Challenged Manager

Some years ago I quit work and went traveling.

And when I came back, I started negotiating with my previous employer.

During those days the parent-holding threw a big party that both me and my boss attended.

And, together with an “I got you SOB expression”, this is *the very first thing* he told me when I saw him:

Bad Manager: *You know that your last customer isn't using the money? But you got the bonus, eh?*

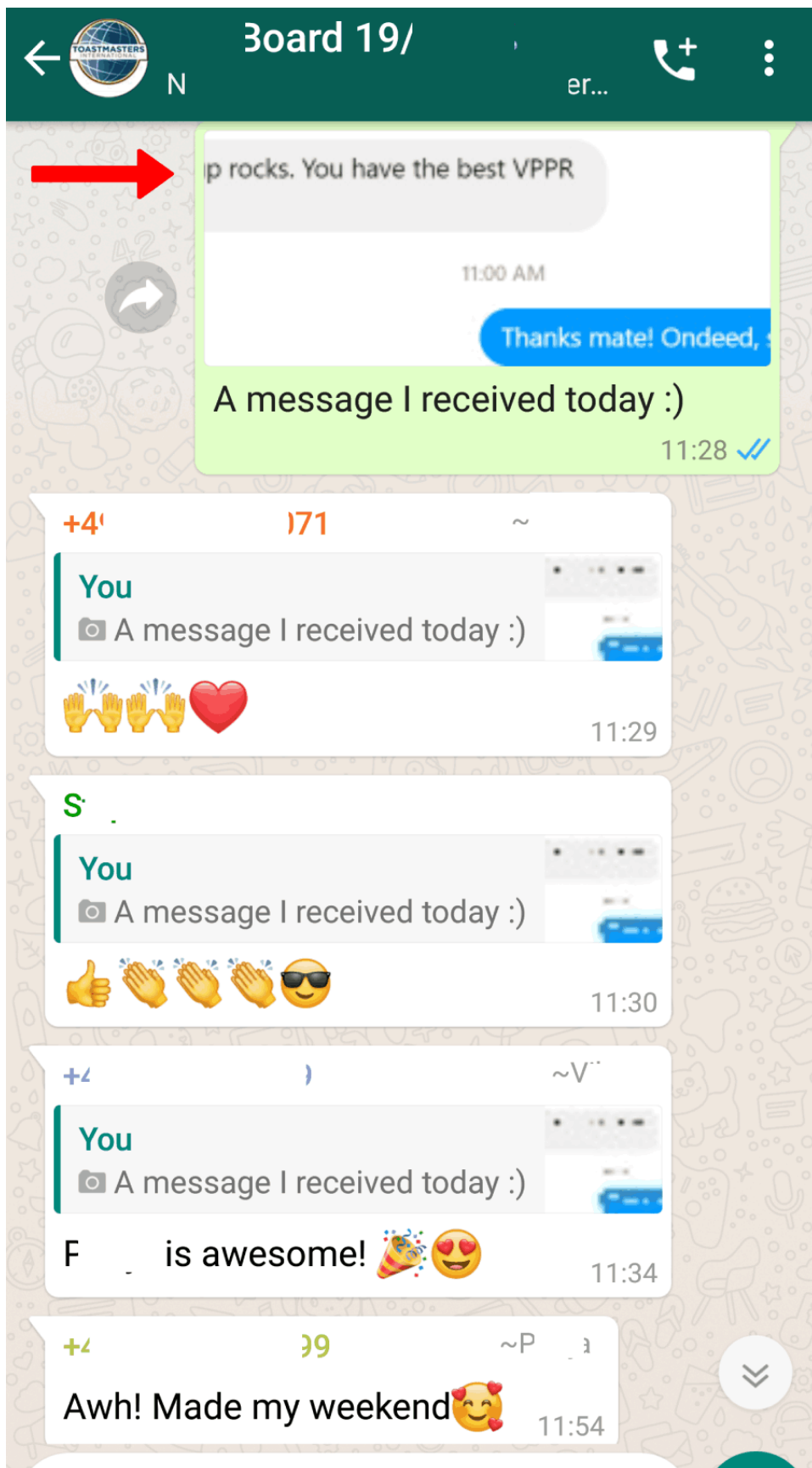
What an interesting way to say “hello” at a party... And considering that at that point all the customers they had were from *my* sales.

Don't fall for that: *a*lways highlight great performance.
And always show it and publicize it with external people.

PRO Tip: Share the compliment

When you receive compliments about your team, confirm and then share the compliment with your team.

See an example here:



Compliments:

the easiest & cheapest way to foster a supportive team environment!

#10. Don't Shy Away From Occasional Anger

Machiavelli said:

It's better to be feared than to be loved.

And here is the best part: *fear and love are not antithetical.*

A strong manager who loves and cares about his team... But who every once in a while also gets angry will often achieve both at the same time.

Why flying off the handle might be better sometimes compared to always keeping an even keel?

A constantly calm manager, often described as the ideal in most "how to be a great manager" guides, is suspicious.

Your reports will be asking if you're some kind of [emotionally impaired](#) psychopath and if they can really relate to you.

Or, even worse, they might ask themselves if you even have what it takes to raise your voice or if you're not too weak.

Put those questions to rest with well-calibrated outbursts.

See the mostly calm and cool Michael Corleone, but getting emotionally wild when it's needed:

<https://youtu.be/TqoMFLXsyAs>

Raising your voice is not your style?

No problem!

You can achieve the same effect with harsh feedback or honest expression for disappointment.

For example after an underwhelming performance:

***Strong manager:** that would have been OK for someone else. But not from you. You have much better potential than this. I expect better from you*

Notice that this is uplifting and inclusive at the same time that it's harsh feedback.

At first, this will break rapport.

But then, once they fix their performance, you are even warmer to them. As if to say "now, with this kind of contribution you are really a great team member".

That's emotionally addictive, but in a positive way.

#11. Be Honest: That's How You Foster Team-Spirit

So obvious, yet so underappreciated.

Keep that in mind:

Selfish managers break their teams into their selfish individual components

When it comes to culture and behavior, as a manager, you are the most important individual in the team.

If your team perceives you as being unfair, corrupt, or selfish, they will generalize those traits to the whole team.

They will stop considering the team “a team” and they will revert from pro-social behavior to the more cynical and selfish approach of “what’s in it for me”.

This can lead to a vicious circle where everyone focuses on taking and nobody gives anymore (in public good games this is also referred to as the tragedy of commons).

Social research proves this law of management over and over. For example, [Tyler and Degoe](#) found out that during water shortages people weren’t willing to save water based on how severe the shortage was, but based on how honest they thought the politicians were.

Think about it again: people didn’t contribute depending on the severity of the threat, but depending on the fairness of the leader.

Luckily, the opposite is also true.

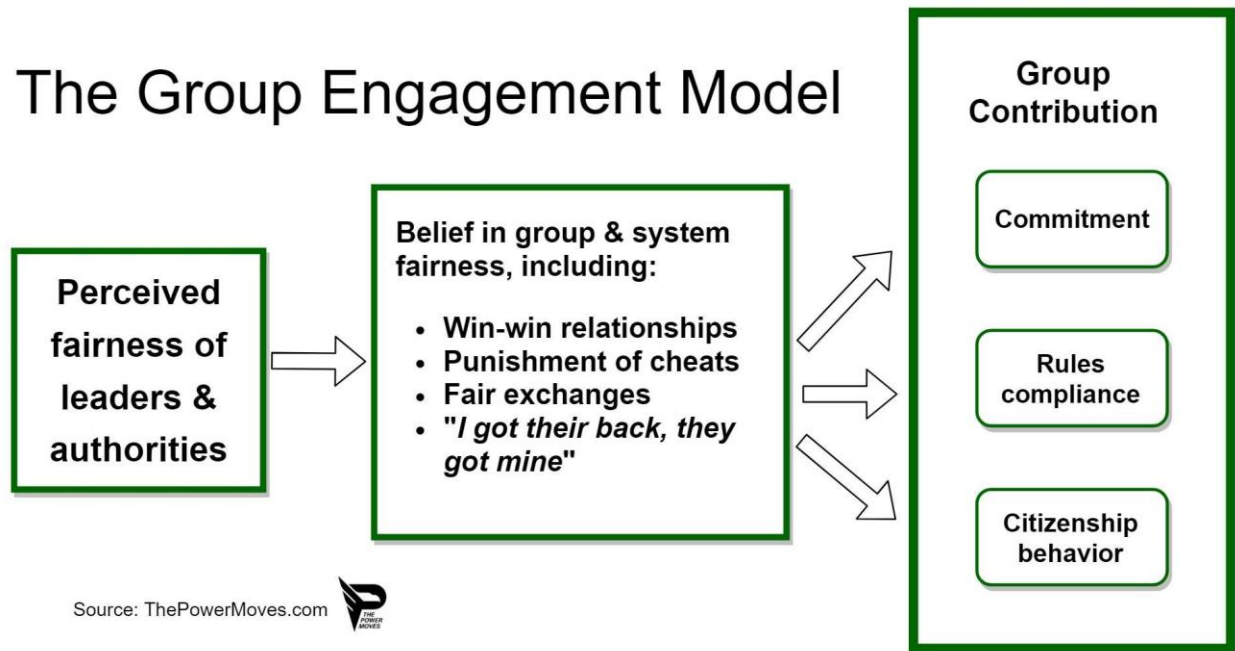
And **principled leaders set the examples to turn selfish individuals into a collaborative team.**

This is why, if you are wondering how to manage great teams, the simplest answer is: show the example of a great team player. Lead the way and others will follow.

In social-psychology [Tyler & Blader](#) call this phenomenon “Group Engagement Model”, and it’s been confirmed by experiments of game theory as well (also see “[Ridley, 1996](#)”).

See a diagram here:

The Group Engagement Model



#12. Err On The Authoritarian Side When Starting Off

First impressions are critical.

And they set the expectations *and the baseline* for future behavior.

If you start too democratic and affiliative (see [Goleman, 2013](#)), people will *expect* all decisions to be democratic and up to discussion.

And don't get me wrong: democratic leadership is great, especially with highly competent groups.

But it can become a problem the moment you might need to shift to a more forceful style because the group will feel like you "are becoming too overpowering"

It's much better to do the opposite instead: start slightly more authoritarian.

Then when you will move towards a more democratic style it will feel

like you have been “won over” by the greatness of your team.
And if you will need from time to time to lay down the law again, it will feel natural

People always respect strong leaders who choose magnanimity and democracy.

But they sometimes doubt if democratic and affiliative leaders are lacking in strength.

You also want to err on the autocratic side when handling an insubordinate report, or you risk looking weak.

See an example in the advanced forum:

Handling an insubordinate report

#14. Be Representative Of Your Team

The most effective leaders embody the group.

This might not always be possible as a manager, but it's worth keeping in mind in case your team has a strong culture or if you have the latitude to build your own team.

Haslam in “[The New Psychology of Leadership](#)” describes the leader's representativeness of the group as “prototypicality”.

Being prototypical allows leaders to:

Receive more support

Receive higher ratings on effectiveness ([Fielding & Hogg, 1997](#))

Drive change more easily

Be excused more readily for mistakes (and even when behaving unfairly, [Platow, 2001](#))

Provide their team with more work satisfaction ([Pierro, 2007](#))
Lead without push-back

This last point is crucial.

Power is perceived much differently whether it comes from “within the group” or from people whom we perceive to be outsiders ([Fiske, 2011](#))

Power and influence from people outside of the group feels oppressive, while power and influence from an ingroup member is more positive and can even be uplifting.

The message for leaders here is clear: trying to seem special as in “different” and “apart” from the group is a huge mistake.

#14. If Changing You Must, Make It Seem It Comes From Within

This is mostly for execs and CEOs.
But here it is:

The files and rank hate consultants.

Why?

Because they are the stereotypical outgroup.
They come from outside, they dress differently, nobody knows them...
And everyone thinks they don't know sh*t about their job (often true).

Consultants drive a wedge between decision-making management and everyone else, and they almost never fail to estrange employees (they don't care about employees anyway: they only care about decision-making management).

Of course, this is not to say that you should avoid external consultants.

But if you are going to implement major changes on consultants' advice, never make it seem like it came from them or you will face bigger internal backlashes against your changes.

Instead, position it as your own decision.

Or, better yet, from people within the organization who are liked or respected (so you look less autocratic for taking heed from others).

The same is true for creative changes (see [Yorno et al., 2006](#)).

#15. Be Quick To Fire Anti-Social Individuals...

The same law applies to team members.

This is the rule of thumb when it comes to team spirit and cooperation:

Rotten apples spoil the bunch.

Let's quickly review the science behind it.

[Experiments](#) show that the biggest group of people in any team are "conditional cooperators" (around 50% [to be precise](#)).

What does that mean?

That means that **most people cooperate *only* as long as the majority cooperates.**

And when they see selfish individuals ([free-riders](#)) who take more than they give, they start re-assessing their pro-social strategy.

And if the number of free-riders passes a certain threshold, conditional cooperators stop giving completely.

When that happens, you don't have a team anymore.
You have a bunch of selfish operators.

And that is why **a good team manager must recognize selfish operators and get rid of them as soon as possible** (or inoculate them, if they are irreplaceable).

Luckily, even here the opposite is also true: when a spirit of cooperation and support permeates the team, the majority of people also start giving more.

The increased contribution is often related to how much more others contribute, which is why it's possible to start a virtuous cycle of cooperation.

As the manager, you must set the example of that virtuous circle of cooperation.

PRO Tip:

Don't rely on company's sponsored lunches to foster cooperation. It must come from *you*.

#16. ... & Be Quick To Fire Your Enemies

As a manager, you are the lighthouse of the team.

And if you are doing a great job, **your enemies are the team's enemies** (and vice versa).

Keeping enemies within the group indeed is dangerous not only for yourself, but for the team as well.

Enemies who know what they're doing will be scheming against you and forming a coalition of haters.

As legendary Chicago Bulls coach [Phil Jackson](#) said:

The secret of managing is to keep the guys who hate you away from the guys who are undecided

This is similar to the collaborators and [freeloaders](#) split we have just seen in the previous step.

Most teams will have leaders' loyalists, some members who are more neutral and, as well, it might present some hostile players.

When internal enemies are left free to operate, a split will take place between the loyalists and the rebellious faction.

The first victim, of course, is the team's morale, atmosphere, and effectiveness.

Solution?

Whenever you suspect an enemy, cut him loose.

#17. Keep Your Salary Secret

Peter Theil said it in "[Zero to One](#)":

Keep your cap table secret.

And the same is true for salaries.

Especially if there is a big gap between managers and employees.

[Research shows](#) that there is an inverse correlation between the reward gap of managers/reports and how much positive the reports are about their managers.

As the gap grows, they are also less willing to engage in pro-social behavior (ie.: expanding effort for the team).

Beware Of The Employees' Masks



Your reports lie to you.

Not because they're liars, but because they're human beings.

Managers tend to see the best side of their employees. The smiles, the kindness, the shirt with the company's logo... But that's only the front.

Many employees put a front because depend on you, and **you cannot expect full honesty from people who depend on others** (that's why this website embraces emotional and financial independence alike).

And that's why, as a manager, you need to learn to peer behind the mask.

But Ultimately, You Must Accept The Manager's Burden

The manager's burden is to serve without expecting eternal loyalty.

Great managers know the ambivalent nature of people towards power. They know that on one side people crave a leader while at the same time resenting the leader's power over them. And they might as well find pleasure in seeing the leader fall.

But... What are great managers going to do, anyway?

The best leaders lead because they're the best ones at doing it. What else are they going to do, *not* serving?

That's the leader's burden: you simply must do it. Shoulder the responsibility... And shoulder the blame if things go wrong.

Only when you can accept the leader's burden you can become a great manager.

Learn To Read Employees

A great manager of people must *know* people.

Predefined categories present limitations, of course, but they can help managers to better understand their teams.

Here are popular categories from occupational psychology:

Workstyle Archetype Dichotomies					
Producers	Empathizers			Innovators	Traditionalists
Want to get right to work and focus on results. Their pleasure comes from the task itself and relationships either only support the accomplishment of the goals, or are a distraction if they get in the way. <i>They see empathizers as touchy feel, time wasters or ineffective</i>	Enjoy getting to know their colleagues at a personal level. Their pleasure comes from the interaction with others and relationship are either an integral part of work, or the main part of it. <i>They see producers as insensitive, aggressive, robot-like or boring</i>			Look for improvements, for what can be done to simplify systems, work more efficiently or, even better... To innovate –or as they'd say today "disrupt". They tend to ask "why" and "who said it should be this way" (or to "be problematic", as traditionalists would put it). <i>They see traditionalists as boring "company men"</i>	"Why should you fix what's not broken?", they ask. "If people did it this way for so long, maybe it's because it's good". They look for reliable systems that one can stick with. They tend to be reliable (or "obedient", as innovators would put it). <i>They see innovators as flighty tinkerers who are not to be taken seriously</i>
Visionaries	Implementors	Controllers	Independents		
Are inspired by the possibility of creating a better future. Visionaries like exploring new possibilities, pushing the envelop with new inventions and attempt the impossible with their (very) long-range plans. <i>They see implementors short-sighted, "tree above the forest" and dull. But the smart visionaries know they need implementors</i>	Execute their tasks properly, are often detail oriented and prefer small incremental improvements with concrete plans that they deem "realistic". Their motto is "tomorrow only exists if we executed properly today". <i>They see visionaries as "pie in the sky", unrealistic and, without implementors like themselves, lost at sea (and they're not wrong)</i>	Follow procedures and want to make sure everyone is doing what they're supposed to do and everything is going according to plan. They are OK having people check on them and they like to direct the action of others. When they become managers, they risk being on the micro-managing side. <i>They see independent managers as too absent, independent reports too rebellious and independent colleagues too impulsive and prone to mistakes</i>	Prefer working on their own. They like managers who give them goals and let alone to do their thing. Of course, they cannot stand managers checking on them or, as they would say, "breathing on their neck" and "busting their ba**s". When they become managers, they risk being too absent. <i>They see controller managers as autocratic and annoying and independent colleagues as babies seeking mommy's guidance</i>		
Planners	Doers	Organizers	Adapters		
Like to research before getting to work, assess risks and study potential benefits. And if it looks profitable, they want to plan their work in advance, foresee the	Want to jump right in, learn by doing, correct as they go, "worry about the bridges once they get there", and "find a way to make it work". "Time is of the essence", they say, and	Prefer working within precise structures and they perform best in routine jobs. Are best suited for bigger corporations, but the most self-starting organizers do well in start-ups too, where they institute some order within the chaos. <i>They see adapters as unprofessional and chaotic</i>	"Roll with the punches", preferring ever-changing, unstructured environments which require some flexibility. Can feel like artists and their way of getting stuff done within the chaos is their artistic expression. <i>They see organizers as uptight, boring and "old"</i>		

Source: ThePowerMoves.com

[Or check out this PDF file](#) in higher quality.

For more details on what you need to watch out for, review the next lesson “a guide to toxic employees”.

Traits of Great Employees

Great employees come in many shapes and sizes, but here are their characteristics:

- Seek advancement through results
- Want to win for themselves, the team and the company
- Make friends, not enemies (within the team, company & industry)
- Believe that to get, they must first give
- Respect your authority over the team (but with professionalism, without fawning)
- Buy into the vision
- Positive and uplifting
- They don't take things personally, have an [antifragile ego](#)
- Are straightforward, don't turn into [passive-aggressives](#)

Average employees are the norm, of course.

So make sure you keep the good ones (this lesson will help you a lot with that).