

# Simple Yet Powerful Management Methods That Work

By Bob Norton



**This is a Sample Chapter From a Book In the  
Secrets of a Serial Entrepreneur™ Series**

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## **Simple Yet Powerful Management Methods That Work**

### **How to Manage Employees at Varied Levels of Experience**

There are far too many texts and systems on management and I do not want to create another. I have close to 1,000 books on business in my library and there is a huge overlap. Here is a simple and effective system I use, distilled down from this large library and over 20 years of real-world management practice. This system leverages many of these wonderful systems that can be anywhere from fantastic to disastrous in a particular situation or stage of business development, but selects the method, not based on an overall philosophy of management, so much as on the capability of the individual being managed. In every case some thought must be given to which technique is appropriate for each special circumstance and individual.

**“A single conversation across the table  
with a wise man is worth a month's  
study of books.”  
-- Chinese Proverb**

This simple, yet very effective, model for people-management uses the following combination of well-known management-styles by selecting the appropriate method for

each individual. This is an easy model to understand and implement and adjusts the management-style to each individual's specific abilities and limitations. In general, you are going to work very closely (micromanage) with anyone, when they are first hired to help determine where they are on this scale and then move down the scale until you reach their current ability to perform. Initial micromanagement will also allow the defining of parameters for working together and understanding each other's styles and needs. This generally means at least daily discussions and sometimes even more often. Don't forget, there is always a responsibility to manage your boss as well, and the boss gets to define that style.

**Table - Management Methods**

<b>Method</b>	<b>Appropriate For</b>
<p><b>Micromanagement (MM)</b></p> <p>Also appropriate for a while for new relationships to get up to speed on each others strengths, weaknesses and style.</p>	<p><b>Individual</b></p> <p><b>Contributors</b></p>
<p><b>Management By Objective (MBO)</b></p>	<p><b>Experienced</b></p> <p><b>Managers</b> <i>(possibly some supervisors)</i></p>
<p><b>Management By Exception (MBE)</b></p>	<p><b>Experienced Executives</b></p>
<p><b>True Leadership</b></p>	<p><b>Business Managers, CEOs, GM, Managing Directors</b></p>

### **Management By Wandering Around (WBWA)**

WBWA should always be done, parallel to any, and all of these methods to transcend management and organizational levels and ensure that you are aware of what is really happening at all levels in the organization. This consists of walking around the organization and maintaining casual and personal relationships with people at all levels. It can also be done through social functions and contact that puts people from different areas, who do not normally interface, together. This allows organizations to be leaner and flatter while lowering the risk that information is not getting all the way up, down and across the organization. It lowers fears of talking to people in other departments etc.

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In most companies there is far too much filtering of information between levels due to many factors, including political reasons, self-preservation, avoidance of confrontation (or even manners that are too good) and sometimes simply not caring. This can also happen because people get complacent and think that others do not care or settle for how "things have always been". Constant evolution and improvement is necessary in any organization today. This attitude can create a self-fulfilling prophecy that is damaging to any organization's culture and effectiveness and becomes "the beginning of the end".



### **Micromanagement**

This is constantly looking over someone's shoulder, this can be minute to minute or hour-to-hour, but is typical in situations where employees are new (high turnover), low-skilled or simple not well-motivated. For example, in a telemarketing operation, callers are monitored very closely using physical supervisor presence and/or excessive electronic monitoring to ensure that work is carried out properly and with sufficient effort. I believe it is completely appropriate to micromanage all new employees for some period of time until you understand their abilities and limitations and they understand what to expect from you as well. In fact there is really little choice.

**Some resist change ... and  
perish.  
Some adapt to change ...  
and survive.  
Some pioneer change ... and  
prevail.**

## **Management by Objective**

This means you can lay out goals and trust that the employee has all the necessary skills and experience to perform THAT TASK without outside help or resources. These could be daily, weekly or even monthly goals depending on the industry, task and other factors, but typically any good manager should be able to go a week or more without needing help from his/her superior. This can be easily done with repetitive work, especially when it is event-driven by outside factors. i.e. a car-wash attendant can be managed this way with little training because the cars keep coming and the job is relatively simple.

## **Management By Exception**

This is when not only can you trust the employee to carry out the task, but you can also trust him/her to understand when he/she is outside his/her own abilities and experience and come

back to you for additional help and resources. This really must be earned and is rare without lots of management experience, high confidence and ability.

There is also the supposition here that the person has the experience and skills to identify opportunities that

might come out, which were outside the scope of his/her objective. In other words this employee will seek out and find new opportunities to help the company, which were not part of his/her objectives. In this "mode of management" you may be meeting with the employee

once a month to review progress. Only 5% of people will ever achieve this level of expertise and these people are the most valuable in your organization because they have leverage and can cause resources to be used in such a way as to generate profits.

**“Confidence is courage at ease.”**

**-- Daniel Maher**

**“Business design experience is like yeast, you don't need a lot of it, but without that pinch the bread just won't rise.”**

**-- Bob Norton**

## **Leadership**

This is the next level where a person is ready to **successfully** start and/or run an entire business and does not need to be managed at all. By this I, of course, do not mean running a simple sub-shop or dry-cleaning service, but a complex organization where multiple departments, levels and/or disciplines must be used to deliver value to customers. This means a large set of skills, which could fill a book, and most people will jump in before they are ready, but that is how we learn too.

Unfortunately, it is easy to find people who consider themselves executives, but are not able to perform at this level for many reasons. Reasons might include a poor history of managers, simple jobs with support systems, which never required good performance, or even corporate structures (which, you and they may not have in a new position).

**“A ship in a harbour is safe, but that is not what a ship is built for.”**

**-- William Shedd**

Today, many organizations have frozen growth because they have people without the correct level of ability in positions of responsibility. Often this is even the owner, board of directors or CEO, who cannot begin to let go

and delegate to more senior people who can be trusted with key tasks. As organizations grow, it is easy to have key positions filled by people who limit growth. Therefore, replacement of some people is inevitable, as an organization grows, it must shed some skin because few people can keep up with a fast growing organization completely. It can take decades to develop all these skills and a company can go through fast growth spurts. Some larger organizations spend a fortune on organizational development (OD) to ensure this does not happen. This is valuable, but often not necessary, until a company is very large to reach optimum performance. Any company under \$1 billion in revenue should be able to have its CEO select, develop and replace the senior staff appropriately. If this is done right then, that senior staff will be able to do it on the next level down and so on.



**MANAGING AN EARLY-STAGE BUSINESS  
FOR RAPID GROWTH**

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**Appendix  
Other Available Products to Help Your Business Grow More Rapidly**

## **Appendix - Other Products For CEOs, Entrepreneurs and C-Level Executives To Help Grow Your Business More Rapidly**

C-Level Enterprises, Inc. offers a series of unique books as part of titled “The Secrets of a Serial Entrepreneur™”. These books are all written by Bob Norton and are designed to be used at key points in a company’s development life cycle, and throughout the development of the company. They are a great alternative to high-price consulting services from business launch experts and will greatly increase any entrepreneur’s chances of success. They provide proven frameworks for success, developed by Bob Norton over 15 years as a CEO and 25 years as a serial entrepreneur, to help break through some of the most common and practical traps that growing businesses fall in to virtually all the time; if they have not grown a business before to this size.

The entire series can be seen at <http://www.CLevelEnterprises.com/products.htm> if you are online go there for the most up-to-date information now. Otherwise you can read below. The Books cover the business development steps: Design, Launch, Hire and Manage. And ideally should all be read in that order.

**Appendix**  
**Other Available Products to Help Your Business Grow More Rapidly**

**Books and Tapes For CEOs, Entrepreneurs and C-Level Executives To  
Help Grow Your Businesses More Rapidly and Develop Long-term  
Competitive Advantage**

These books are all written by Bob Norton, a serial entrepreneur for over 25 years and a CEO for more than 15 years. Mr. Norton is one of the leading authorities in the world on entrepreneurship, intrapreneurship and growing businesses rapidly. He has participated in eight startup companies, grown two to over \$100 million in sales and several have dominated their respective markets. He has also worked for two multi-billion dollar corporations running product development efforts. His experience goes across all size companies, and many types of businesses in various industries. During his career Mr. Norton has helped created over \$1 billion in new shareholder value just while at those companies. Mr. Norton provides expertise on growing small and medium size companies more rapidly using eleven different proprietary tools and methodologies for business design, development and optimization, which he has developed over the last fifteen years. Many ideas are also contributed from over 1,000 business books in his personal library. He also runs the premier CEO and Entrepreneur Boot Camp in the U.S. today, which is design to cut years off the learning curve of CEOs and entrepreneurs and turn them into world-class CEOs. This exclusive event teaches practical business design and optimization systems in an intensive 3-day training program for any CEO or entrepreneur.

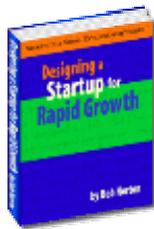
Mr. Norton has appeared on CNBC, Good Morning America and many other regional and national media like Inc. magazine. He provides advice to entrepreneurs and CEOs through consulting, speaking, writing and seminars. He frequently speaks at corporations, associations, and universities on business topics.

These books are targeted at particular problems and stages of development where early-stage ventures commonly encounter critical issues while moving from raw startup with an idea to becoming an established company. They are guaranteed to improve any

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business's chances of success dramatically. They can be downloaded immediately and the ideas and systems put into action the same day. Unlike hardcover books, that need to be a certain size to justify the printing, distribution and retail markups, these books will not have lots of redundant information, essentially showcasing the same basic ideas five different ways. They are packed with totally unique content that comes from the experience of a real serial entrepreneur, not just an author who did some academic research, but practical advice and systems for CEOs and entrepreneurs proven to work over two decades. The philosophies and systems used in each are compatible so that, as a set, they will create a framework for successful and rapid business growth.

You can click on each book icon below for more complete information.



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**LAUNCHING**



**HIRING**



**MANAGING**



**ALL FOURS  
BOOKS**

**The Startup Manual includes all four books plus our proprietary business design tools CD-ROM.**

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Books and Tapes Order Form

(Click on Titles For Complete Information and online ordering)

<b>Books &amp; eBooks</b> These are provided as PDF files. Add \$8.95 shipping and handling for each book <u>only</u> if you want a physical hard copy printed and shipped to you.	<b>Unit Price</b>	<b>Printing &amp; Shipping</b> (eBooks Free)	<b>Quantity</b>	<b>Total</b>
<a href="#"><u>Designing a Startup For Rapid Growth and Profit</u></a>	\$39.00	\$8.95		
<a href="#"><u>Roadmap To Launching A Successful Company</u></a>	\$39.00	\$8.95		
<a href="#"><u>Hiring The Best People At Early Stage Companies</u></a>	\$27.00	\$8.95		
<a href="#"><u>How to Manage a Business For Rapid Growth</u></a>	\$34.00	\$8.95		
<b><u>The Startup Manual</u></b> Set Of All 4 books above in 3-ring binder. Save \$10 When all are purchased together	\$129.00	\$10.95		
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<a href="#"><u>Raising Angel Financing (2 CDs + Slides)</u></a>	\$39.00	\$6.95		

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<p><b><u>The Ultimate Startup Manual</u></b></p> <p>All 4 of the above books plus both audiotape programs. This product comes in a three ring binder with over three hours of audio on Raising Angel Financing and Bootstrapping. It is a complete system for starting an early stage company from original idea to first outside financing. It should save or make you many thousands of dollars.</p>	\$189	\$11.95		
<p>(You may deduct \$1.00 for each shipping and handling charge after the first item)</p>				
<b>TOTAL CHARGES:</b>				-

[Click Here To Go To Our Complete online catalog of products for CEOs, entrepreneurs and Senior Executives.](#)

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**Entrepreneur and CEO Boot Camp DVD Order Form**

Available 8/1/2004

This is the premier training program for entrepreneurs and CEOs in the U.S. today. Almost 12 hours of video documenting a complete CEO and Entrepreneur Boot Camp weekend available by subject, or as a complete set. This is some of the best advice available today on launching and growing businesses from someone who has done it many times. You can replay them and share them with your entire team, which multiplies the power and impact on your company many fold. [See video testimonials by clicking here.](#)

<b>The CEO Boot Camp DVDs The Art and Science of Business Design™</b>	<b>Unit Price</b>	<b>Shipping and Handling (eBooks Free)</b>	<b>Quantity</b>	<b>Total</b>
1. Roadmap to a Successful Vision – Included free with any other DVD ordered. Included free with any other DVD. Plus our Risk Management tool and Boot Camp Preview.	\$44.95	\$5.95		
2. Market Research – Marketing Steers The Enterprise	\$89.95	\$5.95		
3. Competitive Positioning (also includes Risk Management and business optimization system)	\$89.95	\$5.95		
4. Entrepreneurial and Intrapreneurial Marketing	\$89.95	\$5.95		
5. Rapid and Efficient Product and Service Development	\$89.95	\$5.95		
6. Managing The Sales Process	\$89.95	\$5.95		
7. Finance, Financing and The Financial Plan	\$89.95	\$5.95		
8. Developing Your Team - The Skill Set Matrix, Management Methods and the Employee Development Ladder	\$89.95	\$5.95		
9. Operations and Customer Service – The Corporate Dashboard	\$89.95	\$5.95		
10. Hiring Sales Winners	\$89.95	\$5.95		

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11. Everybody Needs a Branding Strategy	\$89.95	\$5.95		
<b>The complete CEO and Entrepreneur Boot Camp DVD Set Contains All DVDs Listed Above.</b> Over 11 hours of the most valuable video you will ever watch. This package also includes the full 300 page manual with all slides, articles, our proprietary business design tools CD-ROM and plus a Rapid Growth By Design™ system wall poster that pulls it all together after you have listened to the entire set.	\$799.00	FREE		
		TOTAL: _____		

**[Click Here or Call For CEO and Entrepreneur 3- Day Boot Camp Seminar Dates and Locations in October, December, January \(7 Day Caribbean Cruise\) and March 2004](#)**

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Shipping and Billing Information	
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Cardholders Name:	<input type="text"/>
Credit Card Number:	<input type="text"/>
Expiration Date:	<input type="text"/> MM/YY
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Street Address, Apt. #	<input type="text"/>
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**Note: All orders outside of the United States: Add five dollars for each video, nine dollars for each physical book, above regular shipping costs.**

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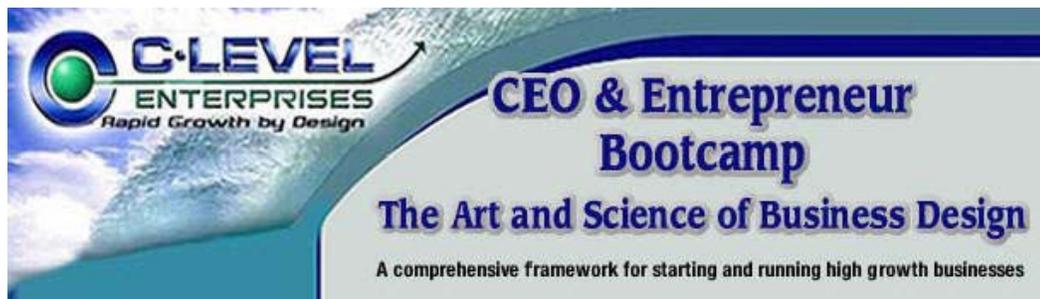
This complete collection of four eBooks is also available as a package at 30% off, with over 300 secrets of a serial entrepreneur and hundreds of pages of valuable "How To" content from someone who has done it before.

**Sign-up for No Charge Mini-course on Raising Angel Financing just by  
clicking here to send an email to this address:**

<mailto:bob3-66436@autocontactor.com>

This free mini-course on raising angel financing will help you understand why today angel financing is far more important than institutional venture capital financing and far more accessible.

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Boot Camp**



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In this intensive seminar, you will learn how to design and run businesses for high growth and profit from very successful, "been there, done that" experts. It is a complete integrated system for designing and running businesses compiled over 15 years from over 1,000 business books and field-tested. Experts offer you the most important systems, tips and techniques for success that they've learned during their distinguished careers, while also letting you know how to avoid many common business missteps by employing systems using the latest research, techniques and best practices available today.

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Join Bob Norton, a serial entrepreneur who has grown two businesses to over \$100 million in sales, for an intense two-day Boot Camp filled with 312 secrets on starting and running companies for fast growth. Learn to greatly improve your strategy, vision, business design, and management skills using a complete system developed over 15 years as a CEO incorporating some of the best ideas from 1,000 business books. You will learn to use 11 proprietary tools that will radically improve any business in any industry.

*Nothing ever fully prepares you for stepping into the role of a CEO or Entrepreneur.*

The Art and Science of Business Design details how to design, plan and manage each of any enterprise's key disciplines - Sales, Marketing, Finance, Operation and Product Development. As a CEO and Entrepreneur, you need to know how these departments interact and even compete. You need to know how to recruit, hire, motivate and manage the best people in each discipline. You must also know how to get them to work together so that everybody is on the same page.

**In "The Art and Science of Business Design" you will learn to:**

- 1. Design and position a business for more sustainable competitive advantage and higher barriers to entry.**

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10. Adjust your management style, risk, appetite and executive decisions based on your company's stage of development as it grows from a raw startup to a significant business.
11. Manage employees and develop them into more valuable assets for your company's benefit and theirs.
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- A BONUS CD-ROM containing the key tools, forms and templates that could save thousands of dollars in expenses. (This is a \$499 value sold separately)

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- Each attendee will receive one hour of consulting from our President and Founder, Bob Norton, at our offices in Milford Massachusetts. This is a \$400 value
- An e-book from our "Secrets of a Serial Entrepreneur Series". Four titles all written by Mr. Norton- even more will be available shortly
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- Free parking.