

# MANAGE YOUR TEAM

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CHAPTER 1

**WHAT YOUR  
TEAM WANTS  
FROM YOU**

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Much has been written about managers and how they can excel. But more or less nothing has been written about what followers expect from their manager. So I spent two years finding out by asking followers across industries and continents what they want from their boss. Followers consistently expect their boss to show five qualities:

- Vision
- Ability to motivate
- Decisiveness
- Good in crises
- Honesty and integrity

From the perspective of your followers, these are the new rules of management. Do well on these qualities, and you will be seen as a good boss.

There is plenty to like about what is in this list, and what is not in this list.

The good news is that the top four qualities can all be learned. And followers do not require their leaders to be charismatic and inspirational. This is just as well: most of us were not born charismatic and you cannot train people to be charismatic. But you must learn how to master the basic skills of management and meet the expectations of your

bosses and colleagues. If you do this, you can become devastatingly effective and professional. As a result, people may even start to think you are inspirational.

Words can mean anything, especially on planet business. So the following sections decipher the words that followers use to describe their ideal boss, and show how you can live up to their expectations.

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