

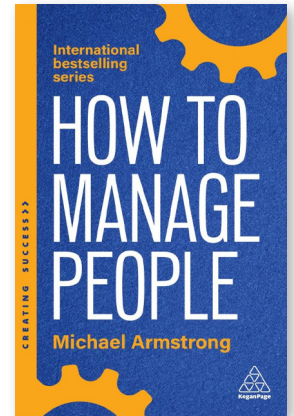


# Executive Book Summaries®

## How to Manage People

Fast, Effective Management Skills  
that Really Get Results

by **Michael Armstrong**



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### THE SUMMARY IN BRIEF

What is the manager's task? What do managers do? What are the skills required for managers to do it? These are all questions people struggle with in taking on a management position and becoming successful at it. The aim of this book is to give practical advice to managers and team leaders on how to manage the people in their departments or teams- getting the best results from them and dealing with any problems that may arise. The book focuses on what front-line managers have to do themselves. A business may have all sorts of human resource policies, but it is the managers who bring them to life.

In *How to Manage People*, Michael Armstrong provides the reader with the tools to be an effective leader. By using motivation, rewards, and great leadership, managers will be able to get the most productive work from their employees while maintaining a great work environment. This book can also assist with the difficult tasks of how to conduct disciplinary meetings and how to deliver bad news.

### IN THIS EXECUTIVE BOOK SUMMARY:

- Learn the real role of a manager
- Discover how to get work done through people
- Explore how to lead, motivate, and engage people and teams
- Find out new ways to conduct people management activities

### Part 1: Managing People

#### Getting Things Done Through People: The Manager's Role

##### THE MANAGER'S TASK

Managers have to be specialists in ambiguity. Unexpected events ambush them. Decisions lead to unforeseen consequences. They spend a lot of their time dealing with people who can sometimes be difficult, unpredictable or uncooperative. And they have to achieve a delicate balance between being too close or too distant from their team members.

##### WHAT MANAGERS DO

They use interpersonal skills to get their team into action, handle operational issues involving people, treat employees fairly and with consideration, communicate information, provide feedback on performance, coach employees, respond to suggestions and deal with problems involving individuals and teams.

##### THE SKILLS MANAGERS REQUIRE TO DO IT

People have to have to exercise leadership, motivate their staff, and enhance their engagement.

#### Managing People for the First Time

##### APPOINTED FROM ELSEWHERE

There are four things that you need to do:

1. Learn in detail what the department or team is expected to do and the resources
2. Find out how the department or team is organized and what each member of the team does
3. Get to know the team members.
4. Take the first steps in earning the respect of team members

##### PROMOTION FROM WITHIN THE TEAM

As the new manager, you will be managing a group of people, some or even all of whom you counted as your friends. You can go on being friends but the relationship at work must change.

#### Treating People Right

Treating people right means treating them fairly and with respect, amongst other things.

The seven principles of treating people right are:

- Treat people with respect
- Treat people fairly
- Create the right work environment
- Help people to develop their capabilities and skills
- Provide leadership
- Get to know team members
- Define expectations and ensure they are met

#### Working with HR

##### PARTNERSHIP BETWEEN LINE MANAGERS AND HR

A partnership between line managers and HR specialists means working together to deal jointly with issues, people problems and, importantly, implementing HR strategies and new HR policies and practices.

##### WORKING WITH HR BUSINESS PARTNERS

HR business partners work alongside their line management colleagues in order to develop and implement an HR agenda.

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### Part 2: Getting Work Done Through People

#### Organizing

##### THE PROCESS OF ORGANIZING

The formal process of organizing can be described as the design, development and maintenance of a system of coordinated activities in which individuals and groups of people work cooperatively under leadership towards commonly understood and accepted goals.

##### AIM

The aim of organizing in a typical business or business unit could be defined as being to optimize the arrangements for conducting the affairs of the business or business unit. Organizations function informally as well as formally. The form of organization will depend on its purpose, activities and context.

##### ORGANIZATIONAL GUIDELINES

There is no such thing as an ideal organization; there is never one right way of organizing anything and there are no absolute principles that govern organizational choice.

Managers must give out work, which means telling people to do something or, if they want to be less authoritarian, asking them.

## Defining Roles

### DESIGNING ROLES

Managers:

- Have to define the work the members of their team do
- Need to know how to get the best results by designing roles that maximize the engagement of role holders with their work by providing interest, challenge, variety and autonomy
- Need to ensure that everyone is aware of what they have to achieve in each of the main aspects of their role
- Do this by preparing role profiles that provide the essential information needed by role holders to carry out their role and by managers to manage the performance of role holders

### GIVING OUT WORK

Managers must give out work, which means telling people to do something or, if they want to be less authoritarian, asking them.

## Communicating

### THE NATURE OF COMMUNICATIONS

Communicating with people is about conveying a message – by word of mouth, in writing or non-verbally. To get the message across it is important to use the right medium or combination of media.

### BARRIERS TO COMMUNICATIONS

- Words mean different things to different people
- Hearing what we want to hear
- Ignoring conflicting information
- Perceptions about the communicator
- Influence of the group
- Non-verbal communication
- Emotions
- Noise
- Size

### EFFECTIVE COMMUNICATION

- Adjust to the world of the receiver
- Use feedback
- Face-to-face communication
- Use reinforcement
- Use direct, simple language
- Suit the actions to the word
- Use different channels
- Reduce problems of size

### HOW TO LISTEN

Effective listeners concentrate on the speaker, respond quickly, ask questions frequently, and make many comments and notes. They also stay alert with minimum interruption.

## Delegating

### WHAT IS DELEGATION?

Delegation takes place when you deliberately give someone the authority to carry out a piece of work that you could have decided to keep and carry out yourself. The main advantage of delegation is that it enables you to focus on the things that really matter in your job – those aspects that require your personal experience, skill and knowledge.

### APPROACHES TO DELEGATION

Managers should know:

- When to delegate
- What to delegate
- Who does the work
- Clarifying expectations
- How to monitor performance

## Managing Hybrid Workers

### APPROACH TO HYBRID WORKING

It is necessary to consider carefully:

- The scope for hybrid working

- How to respond to requests for hybrid work
- How remote work should be organized
- The provision of advice to hybrid workers
- How the work objectives should be clarified
- How the performance should be managed
- How to encourage team working
- How to support

### Managing Change

#### THE PROCESS OF CHANGE

The process of change involves moving from the present state, through a transitional state, to a future desired state. It starts with an awareness of the need for change or that change is happening.

#### KOTTER'S 8-STEP CHANGE MODEL

1. Establish a sense of urgency
2. Form a powerful guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower employees
6. Create short-term wins
7. Consolidate improvements
8. Institutionalize new approaches

#### 10 GUIDELINES FOR CHANGE MANAGEMENT

1. Requires strong commitment and visionary leadership
2. Proposals should be based on a convincing business case by practical implementation
3. Change is inevitable
4. Have hard evidence and data on the need for change
5. People support what they help create
6. Change will always involve failure as well
7. It's easier to change behavior by changing processes, structure, and systems
8. There are always people who can act as champions of change
9. Resistance to change is inevitable
10. Every effort must be made to protect the interests of those affected by change

## Part 3: Leading, Motivating and Engaging People and Teams

### Leadership

#### WHAT LEADERS DO

Leadership is the process of developing and communicating a vision for the future, motivating and guiding people and securing their engagement. The three essential roles are to define the task, achieve the task, and maintain effective relationships.

#### LEADERSHIP STYLES

The main types of styles are autocratic or democratic, controlling or enabling, and task oriented or people centered.

#### WHAT MAKES A GOOD LEADER?

Effective leaders are confident and know what they need to do. They have the ability to take charge, convey their vision to their team, get their team members into action and ensure they achieve their agreed goals.

### Motivating People

#### MOTIVATION DEFINED

Motivation is the process of getting people to move in the direction you want them to go. Intrinsic motivation is when the work someone does is personally rewarding. Extrinsic motivation is what is done to or for people to motivate them.

#### MOTIVATION THEORIES

Goal theory states that motivation and performance are higher when individuals are set specific goals and when there is feedback on performance. Expectancy theory states people will be motivated when they are clear about the goals they are aiming for and are aware of the rewards they will get from achieving the goals.

### Enhancing Engagement

#### DRIVERS OF ENGAGEMENT

Engagement is best enhanced when employees have meaningful work that effectively uses their skills and provides them with freedom to exercise choice.

#### WHAT MANAGERS CAN DO

Managers play a vital and immediate part in increasing levels of employee engagement. They do this by exercising leadership and ensuring that their team members are clear about what they have to do, acquire the skills required, and appreciate the significance of their contribution.

Managers play a vital and immediate part in increasing levels of employee engagement.

## Part 4: People Management Activities

### Recruitment and Selection

#### THE NATURE OF RECRUITMENT AND SELECTION

Recruitment is the process of finding and engaging the people you need. Selection is that part of the process concerned with deciding which applicants or candidates should be appointed jobs.

#### DEFINING REQUIREMENTS

It is necessary to define in a role profile what you are looking for. This provides the information required to post vacancies, brief agencies or recruitment consultants, and assess candidates.

#### SCREENING APPLICATIONS

Screening applications to decide who should be interviewed means reviewing responses to an invitation to apply for a job. These can be sorted initially into three categories: possible, marginal, and unsuitable.

#### SELECTION INTERVIEWING

The most important skill required in selection interviewing is conducting a structural skill-based interview. This is one based on predetermined questions put to all the candidates so that they can be compared against the same criteria.

### Developing People

#### HOW LEARNING HAPPENS IN THE WORKPLACE

Research has established that 70 percent of learning takes place as a result of the individual's work experience, 20 percent from colleagues, and only 10 percent from formal training courses.

#### HOW MANAGERS HELP PEOPLE TO LEARN

Specific steps to help individuals learn:

- Induction
- Continuous learning
- Job instruction

- Preparation
- Presentation
- Demonstration
- Follow-Up
- Coaching
- Mentoring

### Managing Individual Performance

#### WHAT IS PERFORMANCE LEADERSHIP?

As performance leaders, managers set the direction by clarifying roles and objectives, make available the resources needed to get results, motivate their team members, help people to develop their skills, monitor their progress, provide feedback by means of constructive conversations, and ensure that corrective action is taken when necessary.

#### PERFORMANCE LEADERSHIP SKILLS

Defining objectives: Objectives indicate what has to be accomplished. From time to time, a more formal review of objectives can be undertaken to make sure they are aligned to the goals and properly reflect requirements.

Feedback: Feedback is provided by managers informally during the year or formally in performance review meetings.

### Managing Team Performance

#### AGREEING PERFORMANCE OBJECTIVES

Performance objectives for teams are agreed in much the same way as individual objectives. They will be based on an analysis of the purpose of the team and its accountabilities for achieving results.

#### AGREEING PROCESS OBJECTIVES

Process objectives describe how the team is expected to function in achieving its performance objectives. They are best decided by the team getting together and agreeing how they should conduct themselves as a team.

#### CONDUCTING TEAM PERFORMANCE REVIEWS

Team performance review meetings analyze and assess feedback and control information on their joint

achievements against objectives and project plans. It could include general feedback and review, work reviews, group problem-solving, and updating objectives.

### Managing Reward

#### REWARD SYSTEMS

A reward system consists of explicit practices and procedures that are organized and managed as a whole.

#### APPROACHES TO REWARDING PEOPLE

**Financial rewards:** Such rewards should be perceived as fair, equitable, and consistent. They will work better if the system is transparent.

**Non-financial rewards:** This can be recognizing their contributions, giving people more responsibility, and providing them with the opportunity to achieve or grow.

#### MANAGING WITHOUT A REWARD SYSTEM

If you do not have the support of a formal reward system, you may largely have to make decisions yourself on what people should be paid.

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## Part 5: Handling People Problems and Issues

### Approaches to Handling People Problems

#### PRINCIPLES

Four principles:

1. Be really clear with staff members
2. Your tone matters
3. Talk, don't scold
4. Try writing out talking points and practicing them beforehand

#### APPROACH

Basic approach in tackling people problems:

1. Get the facts
2. Weigh and decide
3. Take action
4. Check results

### Dealing with Disciplinary Problems

#### TAKING DISCIPLINARY ACTION

Whether or not there is a formal procedure, you need to

take the following steps when planning and conducting a disciplinary interview:

1. Get all the facts in advance
2. Invite the employee to the meeting in writing
3. Ensure they have reasonable notice
4. Plan how you will conduct the meeting
5. Line up another member of management to take notes
6. Start by stating the complaint and refer to the evidence
7. Give the employee plenty of time to respond and state their case
8. Take a break as required to consider the points and relieve pressure
9. Consider what action is appropriate
10. Deliver the decision, explain why it was taken, and confirm it in writing

#### DISMISSING AN EMPLOYEE

If you have to dismiss an employee you should:

- Meet when the office is quiet
- Keep meeting formal and organized
- Write what you are going to say in advance
- Be polite but firm
- Ensure the employee clears their desk
- See the employee off the premises

### Dealing with Individual Performance Problems

You have to spot that there is a problem, understand the cause of the problem, and decide on a remedy and make the remedy work. Poor performance can be the fault of the individual but it could arise because of bad leadership or problems in the system of work.

10 Steps to dealing with the unsatisfactory performance:

1. Identify the areas of under-performance
2. Establish the causes
3. Agree on the action required
4. Ensure the necessary support is provided
5. Monitor progress and provide feedback
6. Provide additional guidance
7. If under-performance persists, spell out precisely what improvements are required

8. If there is no improvement, consider an alternative job
9. Issue a written warning of dismissal
10. Take the action required to dismiss the employee

### Dealing with Negative Behaviour

#### CAUSES OF NEGATIVE BEHAVIOUR

There are many causes of negative behavior, which could include; a real or imagined slight from a colleague, feeling of being put upon, belief that the contribution is neither appreciated nor rewarded, resentment, or anger directed at the company or you.

#### DEALING WITH THE PROBLEM

If you have to deal with this problem, it is best to handle it as it is happening. The discussion should have three clear objectives: to discuss the situation with individuals, to establish the reasons for the individuals' negative behavior, and to discuss and agree on any actions individuals could take to behave more positively.

#### DISCUSSING THE PROBLEM

Start by asking generally how individuals feel about their work. You will then have to discuss the problem. If the response you get does not bring out the problem as you see it, then you have to explain how the behavior gives the impression of being negative.

#### ESTABLISHING CAUSES

If the negative behavior is because of a grievance that you or the organization have done, get individuals to spell this out precisely as possible. It may emerge that the problem may be family troubles or worries about health or finance.

#### TAKING REMEDIAL ACTION

If the problem rests with the individual, the objective is to get them to recognize that corrective action is necessary and what they need to do about it-with your help as necessary. If there is anything specific parties involved in the situation can do, then a joint problem-solving approach can be adopted.

### Dealing with Absenteeism and Timekeeping Issues

#### ABSENTEEISM

In the case of persistent absenteeism, start with a review meeting to discuss the causes and agree on what needs to be done to improve it. Indicate that you expect absence levels to improve and if this does not happen the individual can expect more formal disciplinary action.

#### HANDLING POOR TIMEKEEPING

If you are faced with persistent lateness and your informal warnings seem to have little effect, you may be forced to invoke the disciplinary procedure. This can go through the successive stages of a recorded oral warning, a written warning, and a final written warning. After that, disciplinary action would have to be taken.

### Handling Challenging Conversations

#### THE NATURE OF CHALLENGING CONVERSATIONS

Challenging conversations may arise when it is necessary to:

- Investigate a complaint
- Deal with a grievance
- Comfort or reassure someone
- Tackle a personality clash
- Deal with delicate situations

Approach to handling a challenging conversation

1. Prepare for the conversation
2. Plan the conversation
3. Carry out the conversation
4. Reach a conclusion

Tips for handling challenging conversations.

- Don't wait too long
- Set the right tone from the start
- Focus on the issue
- Allow people to have their say
- Keep an open mind
- Acknowledge their point of view
- Discuss the options for the situation
- Define the way forward

### Giving Bad News

How to give bad news

1. Think hard and carefully before breaking bad news
2. Don't put off doing it
3. Explain the business context clearly
4. Understand how the news might be received by different people
5. Be as honest and open as you can
6. Give time for the news to sink in

7. Listen to reactions and respond appropriately
8. Be supportive and caring

### Managing Bias

#### MINIMIZING BIAS IN ORGANIZATIONS

The types of bias, the reasons for bias, and what can be done about it needs to be covered in depth in induction and leadership development courses.

#### MINIMIZING BIAS AT THE INDIVIDUAL LEVEL

The best way to prevent bias from influencing the way you think or make decisions is by being aware that it exists in the first place. If you appreciate how you might be biased, you can take steps to avoid or at least minimize biased judgements and decisions.

### Dealing with Bullying and Harassment

#### WHAT THE ORGANIZATION CAN DO

Organizations should have an anti-bullying policy which states that bullying will not be tolerated and that those who persist in it will be subject to disciplinary action, which could be severe.

#### WHAT ACTUALLY HAPPENS

The problem is while organizations may have bullying and sexual harassment policies, they depend on their line managers to implement them.

#### WHAT YOU CAN DO ABOUT IT

First you have to recognize that bullying and sexual harassment are real problems. Next you should familiarize

yourself with your organization's bullying and harassment policy to make yourself aware of what you should do to minimize it in your department and how you should deal with it when it occurs.

### Managing Conflict

#### HANDLING INTER-GROUP CONFLICT

There are three ways of resolving inter-group conflict: Peaceful coexistence, compromise, and problem solving.

#### HANDLING INTERPERSONAL CONFLICT

The approaches to dealing with interpersonal conflict are withdrawal, smoothing over differences, reaching a compromise, counseling, and constructive confrontation.

The role of manager is oftentimes not easy, and in many times it becomes hard to navigate what the company needs. However, real management starts with self-awareness and emotional intelligence. In doing this, people are able to not only set an example for their employees, but can start to create an environment that nurtures people to work their best. Author Michael Armstrong starts from the basics for new managers while also providing valuable information for veteran leaders. He covers topics relating to achieving results through people management, leadership styles, types of motivation, delegating tasks, interviewing candidates, managing performance, rewarding employees, and handling various problems that arise in the workplace. With this comprehensive information, every front-line worker will have the tools to make a happier and more functional workplace.



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