

INTERNATIONAL BEST-SELLING SERIES

THE
RULES
OF
WORK

EXPANDED EDITION



A Definitive Code for
Personal Success

RICHARD TEMPLAR

The author of the international bestseller *The Rules of Life*

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WORK

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Personal Success

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RICHARD TEMPLAR

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Dedication

I am indebted to Rachael Stock, without whose support, encouragement, and enthusiasm this book would never have happened.

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Foreword

Most of us (I'm guessing here) want to do our jobs well. Most of us (still guessing) want more important jobs, bigger salaries, greater security, higher status, and a bright future. So we try to do our jobs so well that we will be rewarded, respected, and promoted.

And that is where we go wrong. (I'm not guessing anymore.)

Of course, we have to do our jobs really well. There's no future for the screw-up, the bum, or the sociopath. But Richard Templar puts his finger on the flaw in the implied logic that concludes that the better we do our job, the faster we will rise up the organization. He points out that we are all doing two jobs, but most of us are only conscious of one of them—the job in hand: meeting our sales targets, reducing machine downtime, speeding up monthly management accounts, whatever. The other job is both larger and vaguer: making the organization work. If people think you have it in you to solve the problems of the organization itself, not just your small part of it, you've broken away from the pack. But how do you do that? There's an easy answer: read this book. Follow the Rules.

I realized when I read this book that I have always been half conscious of the Rules, though I never managed to formulate and analyze them with the clarity and detail that Richard Templar brings to the task. There was a time when I had to interview a lot of promotion candidates in the BBC, and with most of them I had this feeling that somehow they didn't look like top management material. Was it how they dressed, how they walked, how they talked? Bits of all of those, but most of all their attitude, their frame of mind, which somehow affected all the others.

Most of them stressed how well they did their present job, which was quite unnecessary. We knew that; that's why they were there. It was their entrance ticket to the interview, and there was no point in constantly waving it at us. Amazingly few of them had given any real thought to the problems of the job they were applying for, as opposed to the job they were doing, let alone the problems that

faced the BBC as an organization. They were oblivious of the Rules.

The American management guru Peter Drucker makes a useful distinction between efficiency and effectiveness: efficiency is doing the job right, effectiveness is doing the right job. Your boss will tell you how to do the job right, but you have to work out for yourself what the right job is. It means looking at the world outside the organization: what it needs, and how its needs are changing, and what the organization must do (and stop doing) to survive and prosper.

I remember interviewing two chief executives of great corporations. Both had joined from college with hundreds of other bright ambitious graduates, and I asked them why it was they had gotten to the top of the heap and not any of the others. One said he didn't know, but what he could tell me was that every job he'd ever done was abolished after he left it. The other didn't know either, but said that no job he'd ever done existed until he started doing it. Both of them were striking examples of people who focused on doing the right job, of thinking like the chairman even when they were junior or middle managers. And I have no doubt they followed all the other rules as well, always somehow looking and sounding like someone who should be in a higher job. And as Richard Templar stresses—they were popular and respected throughout the organization. You can't be a successful chief executive if you're surrounded by embittered, resentful, and demoralized colleagues.

The Rules of Work is first and foremost a guide for the individual manager, an eye-opener for all those who would like to rise to the top but don't seem to be able to find the map. But it is also very much a book for the organization itself; the great danger is fossilization, becoming preoccupied with its internal tasks and systems and procedures, and losing touch with the world outside. And this will happen if everyone is concentrating on being efficient rather than being effective—in other words, if they don't follow the Rules.

Sir Antony Jay
Author, *Yes Minister* and creator of Sir Humphrey
Founder, Video Arts

Introduction

I first started formulating *The Rules of Work* many, many years ago when I was an assistant manager. There was a promotion going for the next step up—manager. There were two possible candidates, myself and Rob. On paper I had more experience, more expertise, most of the staff wanted me as their manager, and I generally knew the new job better. Rob, to be honest, was useless.

I was chatting with an outside consultant the company used and asked him what he thought my chances were. “Slim,” he replied. I was indignant. I explained all about my experience, my expertise, my superior abilities. “Yep,” he replied, “but you don’t walk like a manager.” “And Rob does?” “Yep, that’s about the strength of it.” Needless to say he was quite right, and Rob got the job. I had to work under a moron. But a moron who walked right. I studied that walk very carefully.

The consultant was spot on—there was a manager’s walk. I began to notice that every employee, every job, everyone in fact, had their walk. Receptionists walked in a particular way, as did the cashiers, the catering staff, the office workers, the admin, the security staff—and the managers, of course. Secretly, I began to practice the walk.

Looking the Part

As I spent a lot of time watching the walk, I realized that there was also a manager’s style of attire, of speaking, of behavior. It wasn’t enough that I was good at my job and had the experience. I had to *look* as if I was better than anyone else. It wasn’t just a walk—it was an entire makeover. And gradually, as I

watched, I noticed that what newspaper was read was important, as was what pen was used, how you wrote, how you talked to colleagues, what you said at meetings—everything, in fact, was being judged, evaluated, acted upon. It wasn't enough to be able to do the job. If you wanted to get on, you had to be seen to be the Right Type. *The Rules of Work* is about creating that type—of course, you've got to be able to do the job in the first place. But a lot of people can do that. What makes you stand out? What makes you a suitable candidate for promotion? What makes the difference?

Act One Step Ahead

I noticed that among the managers there were some who had mastered the walk, but there were others who were practicing, unconsciously, for the next walk—the general manager's walk.

I happened at that time to be travelling around a lot between different branches and noticed that among the general managers there were some who were going to stay right where they were for a long time. But there were others already practicing for their next step ahead—the regional director's walk. And style and image.

I switched from practicing the manager's walk and leapt ahead to the general manager's walk. Three months later I was promoted from assistant manager to general manager in one swift move. I was now the moron's manager.

Walk Your Talk

Rob had the walk (*Rule 18: Develop a Style That Gets You Noticed*), but unfortunately he didn't adhere sufficiently to the

number one rule—he didn't know the job well enough. He looked right, sounded right, but the bottom line was—he couldn't do the job as well as he should have done. I was brought in over his head because they couldn't sack him—having just promoted him it would have looked bad—and they needed someone to oversee his work so that his errors could be rectified quickly. Rob had reached the level of his own incompetence and stayed there for several years neither improving nor particularly getting worse—just looking good and walking right. He eventually shuffled himself off sideways into running his own business—a restaurant. This failed shortly afterward because he forgot *Rule 2: Never Stand Still*—or maybe he never actually knew it. He carried on walking like a manager instead of a restaurateur. His customers never really took to him.

By practicing the general manager's walk, I got the promotion, but I also got it because I paid great attention to doing my job well—Rule 1. Once in this new job I was, of course, completely out of my depth. I had to quickly learn not only my new role and all its responsibilities, but also the position below, which I had not really held. I had stood in for managers but I had never been a manager—now I was the manager's manager. I was in great danger of falling flat on my face.

Never Let Anyone Know How Hard You Work

But I was, by now, a dedicated Rules Player. There was only one recourse—secret learning. I spent every spare second available—evenings, weekends, lunch breaks—studying everything I could that would help me. But I told no one—*Rule 13*.

Within a short time I had mastered enough to be able to do the job well enough. And the embryonic *Rules of Work* were born.