

# Olaf Beyer's Key Rules of Life and Management

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## 2 The most important rules

1. You have to be internally consistent to be convincing. Show your attitudes by living them.
2. Nobody, who ever gave his best, regretted it. (Georg Halas, Chicaco bears' coach.)
3. A habit is something of which you have knowledge, skill and desire.
4. Work regularly on your improvement.
5. Keep your life in balance.
6. Have Control Over Your Life. Know and handle your time.
7. Never take something for granted!
8. Concentrate on a few major areas.
9. Focus on outward contribution.
10. Build on strength.
11. Make decisions that can be put into practice.
12. Effective Executives are taking the initiative.
13. Meetings should only be held for solving problems and not for distributing information.
14. Intelligence: 3 parts -> Analytical, Creative and Practical intelligence.

### 3 Entrepreneurial Leadership

*Fulfillment is a very high motivator!*

*If people are going to be dedicated to a task, then the task has to be worthy of them and they need to feel that they are special. <sup>i</sup>*

*Appreciation is a high motivator.*

*Treat everyone as a companion.*

*Communicate each task or group rules!  
If rules do not change for a long time, remind them!*

*It is the executive's task to assign the appropriate target to the appropriate person.*

*The leader has to create the integrity of the operation by personal example. <sup>ii</sup>*

*Fear is one of the hazards of productivity!*

*Talk regularly about short and long term goals and about the company's goal in order to inspire the team member and employees.*

*Never take something for granted!*

*Show your attitudes by living them.*

#### 4 Topgrading

*Keep your life in balance.*

Be content with your life. Check if you are content with the following different life dimensions:

- 'career success',
- 'wellness',
- 'relationships',
- 'giving something back',
- 'financial independence',
- 'spiritual grounding',
- 'recreation',
- 'pleasure /hobbies'.

*Get Rid Of Your Achilles' Heels.*

*Have Control Over Your Life.*

*Don't play alone.*

*Be Pro-Active.*

5 Executive development

*Know and handle your time.*

*Meetings should only be held for solving problems and not for distributing information.*

*Focus on outward contribution.*

*Build on strength.*

*Concentrate on a few major areas.*

*Make decisions that can be put into practice.*

*A habit is something of which you have knowledge, skill and desire.*

*Effective Executives are taking the initiative.*

*You have to be internally consistent to be convincing.*

*If you delegate a task to time, then you think toward efficiency.  
If you delegate to another person, then you think toward effectiveness.*

## 6 Benton On Leadership

*Check who you are and where you came from before you take actions to change something.*

*Remember your goals every day and work on them regularly.*

*Remaining in the mind of others is important.*

- Be calm and behave at the correct pace.
- Be always active. Don't let the situation control you, but take over the control.
- Be impressive: stand tall, walk calmly and enter a room with style.
- Speak slowly.
- Be consistent.
- Work regularly on your improvement. Don't let it be a one-off action.

## 7 Hiring

If you are thinking of hiring people, don't forget the following points to be successful:

- Don't underestimate the importance of this process.
- Define the job demands clearly and don't focus on the required skill. People might have different skills but may nevertheless be able to perform the job perfectly.
- Don't be blind to prior test results. They don't necessarily prove that the person will be equally successful in this job.
- Don't be blind to application tests. Check carefully what kinds of results you would like to have from a test. Afterwards, check whether a test exists that brings you the results you want.
- If you are going to conduct the hiring interview yourself, then you should prepare for the interview as carefully as you would expect the candidate to do. Write down the questions that you want to ask and define the timetable for it.
- Be aware that you will subconsciously judge a person only because of the impression she/he makes. Try to ignore this impression and stick to the job demands.
- Be sure that your hiring process and all the questions you raise are allowed by the country's laws. In today's environment, several restrictions exist and you must know them.
- If you want to hire the best people then you need a lot of experience. If you don't have it then purchase external training from firms that are professional in hiring practices.
- If you don't want to perform the hiring by yourself, then carefully evaluate which external hiring company you are going to select to do it for you. From my understanding, it is still your responsibility to define the job demands and also clearly direct the external company what your expectations are. Check regularly the results from the external firm. Don't be blind to their results.
- Always use a CIDS-based interview to make your final decision.

*1. A responsible CEO can not completely delegate the task of hiring people but remains responsible for the hiring process and should continuously monitor it.*

*2. Spend more time on defining the job demands than on defining the required skills.*

*3. Monitor regularly your hiring process. Do you get the expected responses to it or do you have to change something?*



## 8 Intelligence

*Intelligence: 3 parts -> Analytical, Creative and Practical intelligence.*

*Intelligence is most effective when it balances all three of its aspects.*

### 8.1 Key 1: Finding Good Solutions With Analytical Intelligence

#### 8.1.1 Six Steps Of Problem Handling

1. Problem recognition
2. Problem definition
3. Formulating a strategy for problem solving
4. Presenting information
5. Allocating resources
6. Monitoring and evaluation

### 8.2 Key 2: Finding Good Problems With Creative Intelligence

#### 8.2.1 12 Rules Characterizing Creative Intelligent People

1. Actively seek out, and later become, role models.
2. Question assumptions and encourage others to do so.
3. Allows themselves and others to make mistakes.
4. Take sensible risks and encourage others to do the same.
5. Seek out for themselves and others, tasks that allow creativity.
6. Actively define and redefine problems and help others to do the same.
7. Seek rewards for creativity.
8. Allow themselves and others to think creatively.
9. Tolerate ambiguity and encourage tolerance of ambiguity in others.
10. Understand the obstacles creative people must face and overcome.
11. Are willing to grow.
12. Recognize the importance of person-environment fit.

### 8.3 Key 3: Making Solutions Work With Practical Intelligence

#### 8.3.1 20 Characteristics Of Successful People

##### Successfully intelligent people

1. Motivate themselves
2. Learn to control their impulses
3. Know when to persevere
4. Know how to make the most of their abilities
5. Translate thought into action
6. Have a product orientation

7. Complete tasks and follow through
8. Are initiators
9. Are not afraid to risk failure
10. Don't procrastinate
11. Accept fair blame
12. Reject self-pity
13. Are independent
14. Seek to surmount personal difficulties
15. Focus and concentrate to achieve their goals
16. Spread themselves neither too thin nor too thick
17. Have the ability to delay gratification
18. Have the ability to see the forest and the trees
19. Have a reasonable level of self-confidence and a belief in their ability to accomplish their goals
20. Balance analytical, creative and practical thinking

## 9 Project Management

### 9.1 The Five Project Management Processes

#### The Initiating Processes

- Identifying stakeholders including initial members of the project implementation team.
- Recognising that a project is worth doing.
- Deciding that the risks associated with the project are appropriate to probable success.
- Determining what the project should accomplish.
- Defining the overall project goals.
- Defining general expectations of customers, management, or other stakeholders.
- Defining the general project scope.
- Developing the statement of work that documents the approved deliverables and the operational guidelines for the project.

#### The Planning Processes

- Refining the project scope, which includes identifying the balance required among results, time, resources, and project quality.
- Listing tasks and activities that will lead to achieving the project goals.
- Sequencing activities in the most efficient manner possible.
- Developing a workable schedule and budget for assigning resources to the activities required to complete the project.
- Getting the plan approved by the appropriate stakeholders.

#### The Executing Processes

- Leading the team.
- Meeting with team members.
- Communicating with stakeholders.
- Fire-fighting (also known as conflict resolution) to solve problems that always arise during a project.
- Securing necessary resources (money, people, and equipment) to carry out the project plan.

#### The Controlling Processes

- Monitoring project progress and deviation from the plan.
- Taking corrective action to handle the day-to-day obstacles and problems that all projects seem to run into.
- Receiving and evaluating project changes requested from stakeholders and team members.
- Rescheduling the project if necessary to meet resources or outcome constraints.
- Adapting resource levels as necessary to achieve on-time delivery of project outcomes.
- Changing the project scope to meet project goals (but only when this is an appropriate and acceptable response).
- Returning to the planning stage to make adjustments to the project plan when necessary to get changes approved by the stakeholders.
- Documenting and gaining approval for all changes to plans and project specifications so no one is surprised at the final outcome.

#### The Closing Processes

- Shutting down the operations and disbanding the team.
- Learning from the project experience.

- Reviewing the project process and outcomes with team members and stakeholders.
- Writing a final project report.

### 9.2 The Twelve Golden Rules Of Project Management Success

In this chapter I would like to list the rules which S. and K. Baker mention in their book “The Complete Idiot’s Guide to Project Management” because I regard them as useful to keep in mind.

- You should gain consensus on project outcomes.
- You should build the best team you can.
- You should develop a comprehensive, viable plan and keep it up to date.
- You should determine how many staff you really need to get things done.
- You should have a realistic schedule.
- You should not try to do more than can be done.
- You should remember that people count.
- You should gain the formal and ongoing support of management and stakeholders.
- You should be willing to change.
- You should keep people informed of what you are up to.
- You should be willing to try new things.
- You should become a leader as well s a manager.

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<sup>i</sup> “Running Things. The Art of Making Things Happen” (1987); P. B. Crosby; p.18

<sup>ii</sup> “Running Things. The Art of Making Things Happen” (1987); P. B. Crosby; p.51