

## Review of “Your People Strategy” (chapter 16 of E-Myth by Michael E. Gerber)

Question: “How do I get my people to do what I want?”

Answer: “You can’t.” You need to create an environment in which “doing it” is more important to your people than not doing it. Where doing it becomes a way of life for them.

1. The boss took each staff member seriously.
2. The boss took the operation of his business seriously.
3. In the work situation, those who worked there, had the opportunity to express who they really are.
4. “The work we do is a reflection of who we are. If we’re sloppy at it, it’s because we’re sloppy inside. If we’re late at it, it’s because we’re late inside. If we’re bored by it, it’s because we’re bored inside with ourselves, not with the work. The meanest work can be a piece of art when done by an artist. So the job here is not outside of ourselves, but inside of ourselves. How we do our work becomes a mirror of how we are inside.”
5. The idea behind the work is more important than the work itself.
  - i) The customer is not always right but whether he is or not, it is our job to make him feel that way.
  - ii) Everyone who works here is expected to work toward being the best he can possibly be at the tasks he’s accountable for. But when he can’t do that, he should act like he is until he gets around to it. And if he’s unwilling to do that, he should leave.
  - iii) In the work environment, everything we know how to do is tested by what we don’t know how to do, and that the conflict between the two is what creates growth, creates meaning.
  - iv) The true combat is within ourselves.
6. The work environment as a game:
  - i) A well conceived game.
  - ii) Reflecting optimism.
  - iii) Do the staff buy into the game?
  - iv) The game is not simply recorded on paper in policies and strategies, it must be seen to work; it needs to be experienced.
  - v) Rules of the game:
    - The game comes first, and then the right people to play in the game come second.
    - The leader must also always be willing to play the game.
    - There must be victories in the game.
    - Change the tactics of the game from time to time, but not the strategy.
    - Never expect the game to be self sustaining. People need to be reminded of it constantly. You can’t remind them too often.
    - The game has to make sense. The best games are built on universally verifiable truths.
    - The game needs to be fun from time to time; that is something that is fun for ***all*** the staff; but not too often, maybe twice a year.
  - vi) The Logic of the game:
    - What most people need in the work environment is a place of community that has order, purpose and meaning and results.
  - vii) Playing the game:
    - Making sure that everyone knows their place on the team and that everyone can discuss the nuts and bolts, not only of their contribution, but of the whole to which they contribute.