

Excerpts from Management Mastery in 7 Words by James Burgess

Here is a sample from the Ebook ‘*Management Mastery in 7 Words*’ which in its complete form has 43 pages.

We hope these excerpts encourage you to purchase the complete Ebook which you can do by returning to http://www.7words.co.uk/ebooks/ebg_managementmastery

We are given the job of management because we have a degree of insight about what is likely to come about when we do something, or refrain from doing something, and presumably we then take appropriate action early enough to optimize our own or our company’s well being.

No is about excluding from your life anything which is not you and yours—claiming space and if necessary defending your territory. Sometimes that means refusing requests and even being a little selfish when you need to be.

Hello is to do with expanding your horizons and welcoming the new—new people and new ideas. It’s about being open to consider another way of seeing things and having curiosity about what is not working well.

Thank You is to do with enjoying what there is, for what it’s worth, and is experienced as a heart-feeling. It’s the antidote to taking things for granted.

Goodbye recognises the need for endings—that there are sometimes big changes in life and therefore occasional major discontinuity. Key moments of change are Goodbye moments from which there’s no going back. They need to be handled with great awareness, just because there **is** no going back.

Please has two facets: a clear sense of what you want and an attitude of supplication—how to realize your vision. Any type of relationship is a cooperative adventure where two or more people co-create a shared future. Without cooperation it simply can’t happen.

Sorry concerns being fully adult and somewhat humble in the awareness of the negative impact you can have upon others. We may not even realize what we have been doing until someone reacts—and we need to be able to respond with a sense of awareness that the fault **may** lie with us.

Yes is about going with the flow and allowing yourself to be moved by the tides of change without resistance. At times this may mean overcoming our reactive reluctance, and then actively looking for points of agreement rather than imperfections in another’s behaviour.

Keywords

<i>Primary Words</i>	<i>These are the associated Keywords</i>			
<i>No</i>	Boundaries	Identity	Choice	Truth
<i>Hello</i>	Attention	Openness	Exchange	Communion
<i>Thank you</i>	Appreciation	Valuing	Giving	Heart Essence
<i>Goodbye</i>	Realisation	Decision	Completion	Moving On
<i>Please</i>	Vision	Intention	Cooperation	Prayer
<i>Sorry</i>	Responsibility	Remorse	Repair	Release
<i>Yes</i>	Permission	Acceptance	Agreement	Surrender

No's keywords: firstly **boundaries** indicate the need to formulate a definition about inside and outside, without which nothing can be meaningfully fixed as this or that, me or not me, mine or not mine. **Identity** derives from this. Fuzzy boundaries mean a fuzzy identity. Equally an indistinct identity makes **choice** difficult—and yet choice is the one condition of free will. Our will is free except for the option of choicelessness, which is the one constraint—and it is felt more and more as we create an identity with increasingly greater clarity. Through these choices we express the **truth** of who and what we are. This applies to individuals, to groups, to corporations and nations.

No is about

Boundaries Identity Choice Truth

It is by what we exclude that we define ourselves—we are described by what's left after we have refused the unacceptable. Legal structures deny us certain possibilities by making them illegal—anything so denied is therefore the defining boundary of our corporate structure. The name we use immediately casts aside 99% of all possibilities—the Auckland Hells Angels do not trade in commodity futures anymore than does the Frome over '60's Club encourage all-night raves. Further, by refusing sloppy standards, we choose efficiency; by refusing to offer certain services, we specialize. Lastly the exact circumstances of our situation represent the incontestable truth of who and what we are. This is the purpose of saying No—to identify the truth of who we are, it is fundamental, and establishes firm ground upon which to build.

Boundaries

It's quite normal at the very start of a group endeavour to engage for a while in loosely-defined informal activities, during which period various ideas emerge about how best to structure things in order to pursue the goals. Indeed, the goals themselves are likely still to be rather ill-defined and even vague, and so too are the understandings about what to do next and who to do it with. All is 'up in the air' and needs to be brought 'down to earth' if any serious progress is to be made. Even within an extant organisation, there can be newly-formed departments that have to go through such a process.

A group needs clear definition to operate effectively. If it doesn't, then it is inevitable that somewhere down the line, there will be confusion and probably friction because people are pulling in different directions, each trying to fulfil an unspoken and un-agreed agenda. Also, when push comes to shove, who takes final responsibility? Where does the buck stop? Who decides how to allocate surpluses, how to replace losses, how to formulate policies and execute them? Like a house, an organisation needs to rest on firm foundations or else it will shake and tremble when fierce winds blow.

A framework is required that states incontrovertibly when, where and what the organisation is—also to a lesser extent why and how it functions. Although some groups are formed to achieve a particular object and are meant to be dissolved upon completion, most are intended as open ended and there needs to be an agreed set of criteria that officially ends the process. Until then, we need to know who is responsible, what are the limits and extent of their authority and duties, to whom they answer, under which laws they are governed, what to do in the event of disputed title, how they must be in relation to the organisation and to some extent what is their primary purpose and whether there are constraints that bind them.

Lawyers and accountants are good at this. They make suggestions about suitable options and draw attention to the various types of corporate forms that are commonplace. To name a few: informal association of individuals, clubs, learned societies, committees, educational bodies, trusts, government organisations, charities, partnerships, private limited companies, public corporations, nation-states, international bodies, confederations, trade unions. Each has its own type of structure with different definitions about the rights and duties of officers and members. We can call these rules, regulations, laws and constitutions. Once set up, the owners are clearly defined—so too are their rights and duties, and a serious process needs to take place if permission is to be granted to change things.

This has the effect of putting well-defined and enforceable boundaries in place to protect the organisation at a bedrock level. Other protections, very often involving laws, include trade marks, copyright, patents, intellectual property concepts, computer passwords, contracts, security personnel, guard dogs, fences, locks, burglar alarms, insurance, inspections, quality control, audit, legal disclosure documents and so on.

Vision

We can say that civilisation began to express awareness *significantly* above the animal level when tools were used. Before that human behaviour very closely resembled that of certain animals—in particular by surrendering to the inevitable danger and hardships of life because no better condition was imaginable. This suggests Yes, the acceptance of what comes without resistance. The tooling-up of the hunter-gatherers coincided with their saying No! They no longer accepted fate and chose a new reality wherein nature could be tamed a little. The truth was affirmed that humanity was a significant partner in the co-creating of Earth conditions. '*We are no longer sleeping children of the Earth Mother; we are awakening and growing up*'. Our prehistoric Yes became No, the beginning of the story of civilization.

No

The Agricultural Revolution marked a major universal shift in humanity's thinking and was clearly No-like. Fences were constructed around land, establishing both clear boundaries and the identity of those who were normally allowed inside them. People were required to choose to belong to a particular social group—and not to any other, and not to continue their hunter-gatherer meanderings. Foragers who wouldn't invest their labour into putting down roots were excluded. Thus clans became nations and, protected within the walls of their city-states, they grew wealthy.

Hello

The Hello era that followed accelerated as people developed their languages, shared knowledge, skills and ideas and learned more about getting along with neighbours—who had become much more permanent. Without land to tie them down, the early hunters had had less need for social skills, being able to refuse involvement if they felt uncomfortable. As exchanges opened up, communication took on an even greater level of importance. To exchange surpluses and find 'new breeding stock' required that various groups reached out the hand of friendship in trade—or the less friendly version in skirmishes with neighbouring groups.

Curiosity also became a major factor that promoted travel and cultural exchange. Its twin sister inventiveness applied itself to overcome hardships and came up with ideas like yoking oxen and irrigation—mechanical devices that can be seen as early heralds for the next leap forward—the Industrial Revolution. The building of railways and telegraphs and spreading of newspapers even to the working folk are all clues that this period was the flowering of the Hello era. The world, previously an inconceivable concept, was now navigable by even the poorest wayfarer with enough spark and an ardent curiosity.