

The Manual is a set of unspoken rules you have about how other people should behave. These rules apply to how you think others should behave around and with you, and they can be rules you have about how they should behave in the world. All of us have Manuals for how other people should behave. Leaders have Manuals for how employees should or shouldn't behave. Having a Manual isn't really the issue, because we all have one. The problems begin when:

1. The leader holds employees to certain behaviors, so the LEADER will feel better
2. The leader doesn't communicate his or her expectations to the team, but holds them accountable to those expectations anyway.

Clarifying expectations & The manual

We use our Manual as a way to control other people's behavior, so we feel better. Some examples of rules managers may have in their Manual.

- ☒ *Employees shouldn't interrupt me.*
- ☒ *Employees should do what I ask.*
- ☒ *Employees shouldn't talk to my boss without me present.*
- ☒ *Employees should stay late if I stay late.*
- ☒ *Employees should be willing to miss a family engagement if I ask them to.*
- ☒ *My boss should give me feedback only when he knows I'm open to it.*
- ☒ *My boss shouldn't tell me what to do.*

THE MANUAL WORKSHEET

Employees should...

If s/he doesn't they are...

Other Leaders should...

If s/he doesn't they are...

My boss should...

If s/he doesn't they are...
