

RAINMAKER[®] THINKING[®]

About Bruce Tulgan Founder and Chairman, RainmakerThinking, Inc.



Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace and one of the leading experts on leadership and management. Bruce is a best-selling author, an adviser to business leaders all over the world, and a sought-after keynote speaker and management trainer.

Since 1995, Bruce has worked with tens of thousands of leaders and managers in hundreds of organizations ranging from Aetna to Wal-Mart; from the Army to the YMCA. In recent years, Bruce was named by Management Today as one of the few contemporary figures to stand out as a “management guru” and he was named to the 2009 Thinkers 50 rising star list. On August 13, 2009, Bruce was honored to accept Toastmasters International’s most prestigious honor, the Golden Gavel. This honor is annually presented to a single person who represents excellence in the fields of communication and leadership. Past winners have included Stephen Covey, Zig Ziglar, Deepak Chopra, Tony Robbins, Ken Blanchard, Tom Peters, Art Linkletter, Dr. Joyce Brothers, and Walter Cronkite.

Bruce's most recent books include the updated and expanded edition of *Not Everyone Gets a Trophy: How to Manage the Millennials* (Wiley/Jossey-Bass: Revised Updated 2016; originally published 2009) and *Bridging the Soft Skills Gap: How to Teach the Missing Basics to Today's Young Talent* (Wiley/Jossey-Bass, 2015). He is also the author of *The 27 Challenges Managers Face* (Wiley/Jossey-Bass, 2014), and the best-selling *It's Okay to Be the Boss* (HarperCollins: Revised Updated 2014 ; originally published 2007), and *Managing Generation X* (W.W. Norton, 2000). Bruce's other books include *Winning the Talent Wars* (W.W. Norton, 2001), which received widespread acclaim from Fortune 500 CEOs and business journalists; the best-seller *Fast Feedback* (HRD Press, 1998); *Managing the Generation Mix* (HRD Press, 2006) and *It's Okay to Manage Your Boss* (Jossey-Bass, 2010). Many of Bruce's works have been published around the world in foreign editions.

Bruce lectures at the Yale Graduate School of Management, as well as other academic institutions, and his writing appears regularly in human resources, staffing and management journals, including a regular column in TRAINING magazine called ‘Sticky Notes’ and a regular column in the Huffington Post. His writing has also appeared in dozens of magazines and newspapers such as the Harvard Business Review, BusinessWeek, HR Magazine, the New York Times, the Los Angeles Times, and USA Today. As well, his work has been the subject of thousands of news stories around the world.

Before founding RainmakerThinking in 1993, Bruce practiced law at the Wall Street firm of Carter, Ledyard & Milburn. He graduated with high honors from Amherst College, received his law degree from the New York University School of Law, and is still a member of the Bar in Massachusetts and New York. Bruce continues his lifelong study of Okinawan Uechi Ryu Karate Do and holds a sixth degree black belt making him a Renshi master of the style. He lives in New Haven, Connecticut with his wife Debby Applegate, Ph.D., who won the 2007 Pulitzer Prize for Biography for her book *The Most Famous Man in America: The Biography of Henry Ward Beecher* (Doubleday, 2006).

The Fundamentals of Highly-Engaged Management

The Eight Fundamentals of Engaged Management

1. Get in the habit of leading every day
2. Take it one person at a time
3. Learn to talk like a performance coach
4. Make accountability a real process
5. Tell people what to do and how to do it
6. Track performance every step of the way
7. Solve small problems before they become big problems
8. Do more for some people and less for others...based on what they deserve

The Seven Myths That Prevent Managers from Being Strong

1. The Myth of Empowerment
2. The Myth of Fairness
3. The Myth of the Nice Guy
4. The Myth of Difficult Conversations
5. The Myth of "Red Tape"
6. The Myth of the Natural Leader
7. The Myth of Time

Be the Manager...

...whose employees consistently deliver the highest productivity and quality;
... with high retention of high performers and high turnover among low performers;
... with the best business outcomes and high morale and team spirit.

How to Be the Manager Your Employees Need

High-Structure, High-Substance Communication

Good Meeting Discipline

The right people, well prepared, on time, with a clear agenda for...

- Communicating the same information to the same people in the same way at the same time
- Brainstorming open questions with multiple constituents
- Planning interdependent work with multiple players

Regular One-on-Ones at Every Level

Scheduled at least weekly, with a clear agenda specific to every individual

- Talk about the work
- Coaching style dialogue: describe, describe, describe and always point to next steps
- Provide support, guidance, direction, troubleshooting, and help with resource planning

Make Accountability a Process

Get everyone in the habit of giving an account of their performance on a regular basis

- Clarify expectations every step of the way
- Solve small problems before they turn into big problems every step of the way
- Link rewards with performance whenever possible every step of the way



Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace – and one of the foremost experts on leadership & management practices and supervisory relationships. He is an advisor to business leaders all over the world, and the author/coauthor of numerous books including the classic MANAGING GENERATION X (1995), the best-seller IT'S OKAY TO BE THE BOSS (Revised Updated 2014; originally published 2007), NOT EVERYONE GETS A TROPHY (Revised Updated 2016; originally published 2009), THE 27 CHALLENGES MANAGERS FACE (2014) and BRIDGING THE SOFT SKILLS GAP (2015). Since founding the management training firm RainmakerThinking, Inc. in 1993, he has been a sought-after keynote speaker and seminar leader.



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