

101 ways  
to develop your people,  
**without really trying!**

A manager's guide to work based learning

by

**Peter Honey**

Foreword by Sir Antony Jay



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Published by Peter Honey Honey Publications Ltd  
Ardingly House 10 Linden Avenue Maidenhead Berkshire  
Tel 01628 633946 Fax 01628 633262  
Email [info@peterhoney.com](mailto:info@peterhoney.com)

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## Foreword by Sir Antony Jay

When Peter Honey and I first met, I was chairman of Video Arts making comedy training films with John Cleese and Peter was studying and teaching human behaviour in business and management. It was immediately clear that we were made for each other.

Almost all Video Arts films draw their comedy from wrong behaviour, and provide learning by showing the audience how to change to the right behaviour. But what were the wrong and right behaviours in presentations, meetings, interviews, negotiations and all the other management situations that so many people messed up so frequently and disastrously?

It turned out that Peter always knew, and the moment he told us we realised it was something we had been subconsciously aware of all the time. Peter's gift was to make it so clear, simple and obvious that you wanted to go out and do it straight away. He didn't talk much about attitudes, motivations and psychological hang-ups; behaviour was the thing. His three underlying messages (made explicit in the Video Arts film 'If Looks Could Kill') were that behaviour breeds behaviour; that you can choose your behaviour; and that you can use your behaviour. Once you accept these three irrefutable propositions, a whole world of opportunity opens up for managers who want to improve their performance and the performance of the people they are responsible for.

Now, in '101 ways to develop your people, without really trying!' Peter has applied his insight, understanding and uncommon common sense on just about all the areas in which managers can improve the performance of their people.

I do not know if I have ever before encountered so much concentrated and yet digestible management wisdom and practicable advice within the covers of a brief and highly readable book.

Antony Jay  
February 1996

## Preface

Developing people has long been held to be one of the most important responsibilities of any manager. Yet few managers regard themselves as developers either because they see it as an unwelcome distraction from their 'proper' work or because they feel unsure how to go about it.

Predictably, this book is written to help managers

- accept that developing people is proper work - arguably the most proper work of all
- see how developing people, far from being a distraction, adds value to whatever has to be achieved
- know what to do in the normal course of events to provide people with development opportunities.

This book rests on just three basic assumptions

- that a manager, by definition, has a bigger job than he or she can accomplish single handed and therefore has at least two helpers (unfortunately, usually referred to as subordinates)
- that learning and development are for all practical purposes synonymous. Help people learn and they develop. Help people develop and they learn
- that people learn all the time and that everything that happens has an impact, for better or worse, on their learning and development.

If you scan the contents page of this book and think 'there's nothing new here'— that's *good!* The whole idea is to show how to use perfectly ordinary everyday experiences as learning opportunities.

Peter Honey  
October 1994