

Contents

<i>Preface</i>		xv
How to Use This Book		xv
Why Feature Leadership Stories throughout This Book?		xvii
Electronic Media Available		xvii
<i>Acknowledgments</i>		xix
PART I	SELECTING THE MOUNTAIN AND YOUR GUIDES	
CHAPTER 1	Creating a Vision of What You Want to Achieve	3
	Neuro-Linguistic Programming	3
	Influencing the Environment	4
CHAPTER 2	Find Out about Yourself	7
	Personal Baggage	7
	Courses to Attend	8
	Locking in a New Behavior Trait	10
	Inner Disarmament	13
CHAPTER 3	Locating a Mentor	15
	Why You Need a Mentor	15
	How to Find a Mentor	17
	How to Ask Someone to Be Your Mentor	17
	Types of Mentors	18
	Some Mentoring Better Practices	18
CHAPTER 4	Finding the Right Organization for You	21
	Working under a Great CEO	21
		v

	Working for a Great Manager	22
	A Great Leader	22
PART II	GETTING PREPARED FOR MANAGEMENT	
CHAPTER 5	Creating Winning Personal Habits	33
	Treasure Mapping	33
	Self-Recognition	35
	Recognition of Others	36
	Making Decisions	37
	Do Not Run Out of Fuel	39
	Continuous Innovation	41
	Learn How to “Post-It” Reengineer	42
	Mind Mapping	43
	Business Etiquette	45
	Managing Relationships	45
	Cell Phone Etiquette	45
	Greeting the Guest	46
	Remember You/Remember Me	47
	Disengaging Swiftly and Politely	47
	Full Attention at Meetings	48
	Returning Phone Calls	48
	Golden Rules with Email	49
CHAPTER 6	Developing Winning Work Habits	53
	Attend a One Week Management Course	53
	How to Help Your Boss Be Successful	54
	How to Handle a “Bully of a Boss”	57
	Time Management: The Basics	58
	The 4:00 P.M. Friday Weekly Planner	63
	Power Dressing	63
	Preparing for Your Performance Review	64
	Preparing a Monthly Progress Report	64
	Quality Assurance Checks	64
	Contributing to Your Organization’s Intranet	67
	Making the Most out of Your Computer Applications	67

	In Pursuit of Slow	68
	Better-Practice Graphics	68
	Delivering Bulletproof PowerPoint Presentations	70
	Searching the Web Efficiently	77
	Interview Techniques	78
CHAPTER 7	Part Two Progress Checklist	81
	Thirteen-Week Change Program	81
	Lessons from Sir Edmund Hillary’s Expeditions	81
PART III	BEING A BETTER MANAGER	
CHAPTER 8	Improving Team Performance: The Basics	91
	Attending Further Management Courses	91
	Staff Debriefing at the End of the Day	92
	Attracting the Best Staff to the Team	92
	Getting the Right Staff	93
	Getting the Induction Process Right	93
	Set Up Monthly One-on-One Progress Meetings with Direct Reports	94
	Performance Reviews that Work	95
	Hold Offsite Meetings for the Team at Least Twice a Year	97
	Make Work Fun	98
	In-House Satisfaction Survey	100
	Getting a Bigger “Bang” for Your Training Dollar	102
	Managing Staff on Sick Leave	103
	Stress Management	104
	Apply Pareto’s 80/20 Principle in Your Work	104
	Maintain a Focus on Materiality	105
CHAPTER 9	Improving Team Performance: The Cutting Edge	107
	Implementing “Action Meetings” Methods	107
	Hourly Meeting Cost	111
	Check the Need for the Meeting	111
	Ban Morning Meetings	112

	Learn How to Negotiate	112
	The Hidden Cost of Downsizing	113
	Dismissing a Poor-Performing Employee	114
	The Overnight Challenge	116
	Use the One-Minute-Manager Techniques	116
	Introduce a Team Balanced Scorecard	116
	Lessons from a World-Class Coach	118
CHAPTER 10	Effective Recruiting	123
	Understand That Time Spent Recruiting Is the Most Valuable Time	123
	Cathay Pacific Recruitment	124
	Peter Drucker's Five-Step Process	124
	14 Great Questions to Help Get Select 'A' Players	125
	Using the Organization's Values in Recruiting	125
	Involve the Human Resources Team	125
	Use Simulation Exercises and Psychometric Testing	126
	Assessment Centers	126
	Involve Your Team in the Final Selection Process	127
	Ask Your Top Employees for Referrals	127
	Reference Checks: The Do's and Don'ts	128
	Selecting an Executive Assistant to Be Your Copilot	129
CHAPTER 11	Becoming More Financially Aware	131
	Understand Your Financial Responsibilities as a Budget Holder	131
	Understanding Internal Controls	132
	Understand Your Organization's Financial Statements	132
	Balance Sheet or the Statement of Financial Position	133
	Statement of Profit and Loss	135
	Source and Disposition of Funds	136
CHAPTER 12	Developing Your Selling Skills	139
	Selling a New Process through "Emotional Drivers"	139

	Always Pre-Sell Your Proposals	140
	Selling Your Team to Your Peers	141
CHAPTER 13	Working Smart with the Outside World	143
	Supplier Relationships	143
	Seeking Publicity	145
	Using Outside Consultants Effectively	145
CHAPTER 14	Part Three Progress Checklist	155
	A Bulldog Who Never Gave Up: Churchill's Leadership Lessons	155
PART IV	BEING A LEADER WHO MAKES A DIFFERENCE	
CHAPTER 15	Learning Must Never Stop	165
	A Constant Thirst for Knowledge	165
	The Thinking of Jeremy Hope	166
	The Thinking of Harry Mills	166
CHAPTER 16	Key Performance Indicators Can Transform Your Organization	169
	The Great KPI Misunderstanding	169
	The 10/80/10 Rule	170
	Characteristics of a KPI	173
	Importance of Identifying the Critical Success Factors	175
	The Balanced Scorecard	176
	Winning KPIs Link Day-to-Day Activities to Strategy	177
	Implementing Winning KPIs	178
	Use the Emotional Drivers When Selling Winning KPIs	178
	If Your KPIs Are Not Working, Throw Them Out and Start Again	179
	Importance of Daily CEO Follow-Up	180

CHAPTER 17	Reporting Performance Measures in a Balanced Way	181
	Reporting Measures Daily, Weekly, Monthly	181
	How KPIs and Financial Reporting Fit Together	186
CHAPTER 18	Making a Difference in the Senior Management Team	187
	Your Involvement with the Organization's Intranet	187
	Your Ability to Lead	189
	Your Competency with Technology	191
	Your Ability to Work in the "Not Urgent and Important" Quadrant	191
	Your Ability to Finish	192
	Your Commitment to Human Resources Management Techniques	193
CHAPTER 19	Finding Your Organization's Critical Success Factors	195
	Few Organizations Know Their Critical Success Factors	195
	Definition of <i>Critical Success Factors</i>	196
	Identifying Organization-wide Critical Success Factors	196
	Identifying Organization-wide CSFs: A Three-Stage Process	198
CHAPTER 20	Special Organizations	203
	Cathay Pacific Recruiting Frontline Staff Born with the Ability to Serve	203
	Building an Organization That Works in the Fourth Dimension: SMASH	205
	Toyota's 15-Year Advantage	210
	Management Practices by the Pier Nine Restaurant	214
CHAPTER 21	Making Your Day More Successful	219
	Managing Your Scarcest Resource: Your Time	219
	Revolutionizing the Working Day	221

	Planning a Sabbatical	223
	Bring Back the Morning Tea Break	223
	SMT Lunches and the Monthly Team Breakfast	224
	Focusing on One's Goals During the Day	225
CHAPTER 22	Reporting to the Board	227
	Selling the Change to the Board	227
	Costing Board Papers	228
	Scoping Information Requests	228
	Avoiding Rewrites of Board Reports	230
	Tabling Board Papers Electronically	230
	Do Not Give the Board "Management Information"	231
	Training Session for All Writers of Board Papers	231
	Set Timely Board Meetings Less Frequently	232
	Using a Dashboard to Report Key Result Indicators to the Board	234
CHAPTER 23	Annual Planning Is Not Working	239
	Throw Out Your Annual Planning and Associated Monthly Budget Cycle	239
	If You Must Keep an Annual Plan, Do It in Two Weeks	241
CHAPTER 24	Quarterly Rolling Forecasting and Planning	247
	The Quarterly Rolling Forecast	247
	QRF Quickly Creates the Annual Plan Goalposts	250
	QRP Creates a Quarter-by-Quarter Funding Mechanism	250
	QRF Is Based on a Planning Application—Not on Excel	251
	QRF Should Be Based on the Key Drivers	251
	QRF Has a Fast, Light Touch (Completed in One Week)	254
CHAPTER 25	CEO Feedback	255
	Managing One's Ego	255
	Measuring Your Performance as a CEO	255

CHAPTER 26	Implement Reporting That Works	259
	Daily/Weekly Reporting	259
	Month-End Reporting	260
	Snapshot of All Projects Currently Started	268
	Reporting the Strategic Objectives/Risks/Costs Pressures	271
	The One-Page Investment Proposal	271
CHAPTER 27	Seeking Staff Opinion on a Regular Basis	277
	A Staff Survey Run Three or Four Times a Year	277
	Designing a Staff Survey	278
CHAPTER 28	Importance of the Human Resources Team	281
	Selecting the Right People for the Business	281
	Reducing the Need to Recruit	282
	Reducing Recruitment Costs	282
	Developing Managers and Staff	282
	Enhancing the Organization's Performance through Changing the Culture	283
	Savings through Reducing Sick-Pay Payments Managers Do Not Have the Time and Expertise to Be HR Experts	283
	Steps You Can Take Right Now	285
CHAPTER 29	Performance Bonus Schemes	287
	The Billion-Dollar Giveaway	287
	The Foundation Stones	287
CHAPTER 30	Avoiding a Rotten Takeover or Merger	299
	How Mergers Go Wrong	299
	Alternatives to a TOM	305
CHAPTER 31	The Perils of Restructuring	307
	Why Do We Appear to Have an Addiction to Reorganization?	307
	Typical Reasons for a Reorganization	308
	Before You Look at a Reorganization	313

CHAPTER 32	Becoming a Serving Leader: A Viking with a Mother's Heart	315
	Five Foundation Stones of a Serving Leader	316
	Areas of Focus for a Serving Leader	325
	Crisis Management	326
	Abandonment	327
	Recruiting Your Team	328
	Abundance of Positive Energy	328
	Develop and Maintain Relationships	330
	Student of Psychology	331
	Seeing the Future	332
	Focus on Learning and Innovation	333
	Finishing What You Start	334
	Develop, Engage, and Trust	335
	Valuing Results and People	338
	Accumulate Experience	339
	A Viking with a Mother's Heart	339
CHAPTER 33	Part Four Progress Checklist	341
	Twelve-Week Change Program	341
APPENDIX A	In-House Customer Satisfaction Survey	347
APPENDIX B	List of Success Factors	353
APPENDIX C	Intranet Content Checklist	357
APPENDIX D	Recognition Letters	365
APPENDIX E	Focus Group Meeting Workshop	367
APPENDIX F	Putting Your Support behind Initiatives	369
APPENDIX G	Staff-Satisfaction Survey	371
APPENDIX H	A 360-Degree Feedback Questionnaire Suitable for a CEO	373
	<i>Index</i>	377