

# Contents

<b>Acknowledgments</b>	<b>xv</b>
<b>Introduction</b>	<b>xvii</b>
<b>Chapter 1 Thriving in the Now: Prepare for Yes</b>	<b>1</b>
Our Love of Speed	3
The Power of Yes	4
I Want My Yes Now!	7
Social Media, Cloud Computing, and the Millennial Mind-Set	9
Mass-Customize Me, Please!	12
Enabling Your Organization's YESability	14
The NOW Speedometer	17
<b>Chapter 2 Making the Shift to Now: Put an End to Then</b>	<b>21</b>
Shifting from Then to Now	22
That Was Then, This Is Now	25
The Seven Deadly Sins of Management	28
From Declining to Improving Results	29
The Right Tools in the Right Place at the Right Time	32
From Disengaged to Engaged	33
<b>Chapter 3 Seizing the NOW Opportunity: Drive Growth with Yes</b>	<b>41</b>
When You Operate in the Now	43
To Try or to Do, That Is the Question	48
The 9 Rules of Then, the 11 Rules of Now	50
Simon Says and Mother, May I?	52
Shifting Gears to the Now	54

<b>Chapter 4</b>	<b>Leveraging the NOW Game Changers: Gain the Speed You Need</b>	<b>61</b>
	Satisfying the Hunger for Instant Information	62
	A Cloud That Refreshes	66
	The Power of Millennial Thinking	70
	If You Can't Beat 'Em, Join 'Em	74
<b>Chapter 5</b>	<b>Working in the NOW Business: Create the Context for Speed</b>	<b>79</b>
	Thinking in the Now	80
	Management Is a System	86
	Mapping the Fundamentals	92
	Laying the Foundation	92
	Connecting Every Employee	96
<b>Chapter 6</b>	<b>Working on the NOW Business: Achieve Critical Breakthroughs</b>	<b>99</b>
	The Source of Breakthroughs	100
	Creating the Skill to Plan at All Levels	103
	Performance Breakthroughs in Action	106
	Breakthroughs in Capability	109
	Sequencing, Coordinating, and Seeing	113
<b>Chapter 7</b>	<b>Creating NOW Transparency: Close the Execution Gap</b>	<b>119</b>
	Getting the Transparency Train on Track	121
	Initiating Transparency with Business Reviews	127
	Preparing for Target Reviews	130
	Real-Time Transparency and Corrective Action	132
<b>Chapter 8</b>	<b>Solving Problems Now: Equip Everyone with the Core Skill</b>	<b>137</b>
	Creating the Charter	139
	Step 1: Agree on the Problem	141

---

*Contents*
*xiii*

Step 2: Map the Process	143
Step 3: Find the Root Cause	145
Step 4: Develop Solutions	153
Step 5: Implement the Fix	154
Step 6: Hold the Gain	154
Step 7: Reflect and Learn	155
<b>Chapter 9 Enabling the NOW Workforce: Banish Fear, Build Trust</b>	<b>159</b>
People Want to Do the Right Thing	160
Fear Blocks Initiative	162
Building a Foundation for Trust	165
Helping People Cross the Divide	167
Shifting from Permit to Expect	171
<b>Chapter 10 Becoming a NOW Leader: Stop Bossing, Start Teaching</b>	<b>175</b>
From No to Yes	177
From Disconnection to Full Engagement	179
From Know-It-All to Fellow Learner	180
From Frozen Layer to Fear Defroster	182
From Commander to Inspirational Guide	184
Creating New, Observable Behaviors	186
Tell Me a Story	191
<b>Chapter 11 Embracing Change Now: Accelerate the Shift</b>	<b>193</b>
Working for the Social Good	196
Sharing a Vision of the Future	198
Engaging the Most Respected Change Leaders	201
Encouraging Personal Change	204
Reinforcing the Right Actions	207
The End of the Beginning	209
<b>Conclusion Do It Now!</b>	<b>211</b>
Guidelines for an Effective Plan	213

*xiv*

**Contents**

---

<b>Appendix</b>	<b>215</b>
The NOW Speedometer:	
Doing Business at the Speed of Now	215
<b>About the Author</b>	<b>217</b>
<b>Index</b>	<b>219</b>