Contents

Acknowledgments xv
Author Biographies xvii
Introduction xix

PART I. KNOW AND MANAGE YOURSELF 1

Chapter 1 Know Yourself 3
  1. Understand Your Own Personality and Manage Accordingly (The Big Five Personality Model) 4
  2. Understand and Make Better Use of Your Personal Strengths (Personal SWOT Analysis) 6
  3. Set Clear Personal Goals, and Show a Strong Sense of Direction (Personal Goal Setting) 7
  4. Build Your Self-Confidence 8
  5. Be Aware of How Your Actions Impact Others (Journaling for Self-Development) 10
  6. Think Positively and Manage Negative Thoughts (Cognitive Restructuring) 11
  7. Adopt a Self-Development Mindset (Dweck’s Fixed and Growth Mindsets) 13
  Other Techniques for Knowing Yourself 15

Chapter 2 Plan and Manage Your Time 16
  8. Find More Time in Your Day by Eliminating Low-Yield Activities (Activity Logs) 17
  9. Prioritize Tasks Effectively for Yourself and Your Team (Action Priority Matrix) 19
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.</td>
<td>Use a Structured Approach for Tracking and Prioritizing Many Tasks (Action Programs)</td>
<td>21</td>
</tr>
<tr>
<td>11.</td>
<td>Schedule Your Time Effectively</td>
<td>22</td>
</tr>
<tr>
<td>13.</td>
<td>Beat Procrastination</td>
<td>25</td>
</tr>
<tr>
<td>14.</td>
<td>Cope with Change and Stress</td>
<td>28</td>
</tr>
<tr>
<td>15.</td>
<td>Develop Personal Resiliency, and Grow from Setbacks</td>
<td>29</td>
</tr>
<tr>
<td>16.</td>
<td>Analyze and Manage Sources of Stress (Stress Diaries)</td>
<td>31</td>
</tr>
<tr>
<td>17.</td>
<td>Manage Negative Emotions at Work (The STOP Method for Anger Management)</td>
<td>32</td>
</tr>
<tr>
<td>18.</td>
<td>Manage the Impact of Pressure on Performance (The Inverted-U Model)</td>
<td>33</td>
</tr>
<tr>
<td>19.</td>
<td>Overcome Fears of Failure or Success</td>
<td>35</td>
</tr>
<tr>
<td>20.</td>
<td>Manage Your Career over Time</td>
<td>40</td>
</tr>
<tr>
<td>21.</td>
<td>Find a Career That Suits Who You Are (Ibarra’s Identify Transition Process)</td>
<td>41</td>
</tr>
<tr>
<td>22.</td>
<td>Learn from Your Experience in a Systematic Way (Gibbs’s Reflective Cycle)</td>
<td>37</td>
</tr>
<tr>
<td>23.</td>
<td>Thrive at Work (The GREAT DREAM Model)</td>
<td>46</td>
</tr>
<tr>
<td>24.</td>
<td>Find the Work–Life Balance That’s Best for You (The Wheel of Life®)</td>
<td>48</td>
</tr>
</tbody>
</table>
Contents

25. Understand the Types of Behavior That Can Derail Your Career (Hogan Management Derailment) 49
Other Techniques for Managing Your Career 51

PART II. MANAGE TASKS, AND GET THINGS DONE 53

Chapter 5 Get Work Done in an Efficient and Focused Way 55
26. Translate the Organization’s Mission into Goals That People Understand (OGSM) 56
27. Align People’s Objectives with Corporate Goals (OKRs) 57
28. Systematically Analyze and Optimize the Work Team Members Do (DILO) 58
29. Use a Structured Approach to Continuous Improvement (PDSA) 60
30. Systematically Identify What Needs to Be Done – Gap Analysis 62
31. Conduct Post-Completion Project Reviews (Retrospectives) 64
32. Manage Projects Using Agile Methodologies (Agile Project Management) 65

Chapter 6 Solve Problems Effectively 68
33. Get Systematically to the Root of a Problem (Root Cause Analysis) 69
34. Identify the Many Possible Causes of a Problem (Cause and Effect Analysis) 71
35. Map Business Processes Clearly (Swim Lane Diagrams) 73
36. Solve Problems by Capitalizing on What’s Going Well (The 5-D Approach to Appreciative Inquiry) 77
37. Bring People Together to Solve Problems (Manage Group Dynamics) 78
Other Useful Problem-Solving Techniques 80

Chapter 7 Make Smart Decisions 81
38. Decide Whether a Decision Makes Financial Sense (Net Present Value Analysis) 82
39. Choose Between Options and Considering Multiple Factors (Decision Matrix Analysis) 84
40. Consider Many Factors, Such as Opportunities, Risks, Reactions, and Ethics in Decision Making (ORAPAPA) 86
41. Analyze Systematically What Could Go Wrong (Risk Analysis and Risk Management) 88
42. Prioritize Risks by Impact and Probability of Occurrence (The Risk Impact/Probability Chart) 90
43. Avoid Psychological Bias in Decision Making 91
Other Useful Decision-Making Techniques 94

Chapter 8 Foster Creativity and Innovation 95
44. Develop New Ideas by Understanding User Needs (Design Thinking) 96
45. Innovate by Studying People’s Day-to-Day Use of Products and Services in Depth (Ethnographic Research) 98
46. Innovate by Making Sense of How the Business World Is Changing (Scenario Planning) 100
47. Innovate in All Areas of Your Business, Not Just with Products and Services (Doblin’s 10 Types of Innovation) 102
48. Generate Many Ideas Using Free Association (Brainstorming) 104
Other Techniques for Fostering Creativity and Innovation 106

PART III. WORK WITH AND MANAGE OTHER PEOPLE 107

Chapter 9 Understand and Motivate Other People 109
49. Lead by Example (Being a Good Role Model) 110
50. Listen Carefully and Intensely to Other People (Mindful Listening) 112
51. Understand How to Motivate People (Herzberg’s Motivation-Hygiene Theory) 113
52. Work Effectively with People from Different Generations (Understand Different Generational Characteristics) 115
53. Develop Emotional Intelligence 117
54. Motivate People to Go above and beyond (Transformational Leadership) 119
Other Techniques for Understanding and Motivating Other People 121

Chapter 10 Get the Best from Members of Your Team 122
55. Delegate Effectively 123
56. Be Clear About Who Is Accountable for What (The RACI Matrix) 125
57. Give Effective Praise and Recognition 126
58. Build Team Members’ Self-Confidence 128
59. Support Your People Effectively (Heron’s Six Categories of Intervention) 129
Other Ways to Get the Best from Members of Your Team 131
## Contents

**Chapter 11 Communicate Effectively**  
60. Understand the Key Principles of Good Communication (The Seven Cs of Communication)  
61. Speak Well in Public  
62. Write Effective E-Mails  
63. Build Good Working Relationships with People at All Levels (Create “High-Quality Connections”)  
64. Communicate Effectively Across Cultures (Hofstede’s Cultural Dimensions)  
Other Techniques for Communicating Effectively  

**Chapter 12 Hire and Develop Good People**  
65. Design Jobs Effectively (Motivation-Centered Job Descriptions)  
66. Recruit Effectively (Competency-Based Interviewing)  
67. Assess Individual Development Needs (Skills Matrices)  
68. Give Effective Feedback (The SBI Feedback Model)  
69. Coach People Effectively (The GROW Model)  

**Chapter 13 Build a Great Team**  
70. Formally Define the Team’s Mission, Authority, Resources, and Boundaries (Team Charters)  
71. Brief Your Team Clearly  
72. Build Trust in Your Team  
73. Build Openness and Self-Knowledge within a Team (The Johari Window)  
74. Find the Specific Motivators That Work Best with Your Team (Understand Team-Specific Motivation)
75. Manage Negative Behaviors and Resolve Conflict (Lencioni’s Five Dysfunctions of a Team) 164

Chapter 14 Deal with Difficult Management Situations Effectively 166
76. Resolve Conflict Effectively (Fisher and Ury’s Principled Negotiation) 167
77. Deal with Bad Behavior at Work 168
78. Deal with Office Politics, and Protect Your Team from Them 170
79. Handle Poor Performance 173
80. Be Tactful 175

PART IV. GENERAL COMMERCIAL AWARENESS 177

Chapter 15 Develop Situational Awareness 179
81. Understand Your Organization’s Mission and Values (Mission Statements) 180
82. Scan for External Changes That May Impact Your Organization (PESTLIED Analysis) 182
83. Understand How Companies Compete in Your Market (Value Curves) 184
84. Understand Your Organization’s Core Competencies 186
85. Organizational Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis) 188

Chapter 16 Get Ahead in the Wider Organization 191
86. Understand and Shape How Others in Your Organization See You (The PVI Model) 192
87. Ask for Feedback (The SKS Technique) 194
88. Build Honest Rapport with Others 195
89. Develop Effective Networking Skills 197
90. Influence Your Peers to Get Things Done (Yukl and Tracey’s Influencers) 199
## Contents

### Chapter 17 Make Change Happen in Your Organization

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>91.</td>
<td>Understand Stakeholder Needs, and Bring Stakeholders Along with You (Stakeholder Management and Power/Interest Grids)</td>
<td>202</td>
</tr>
<tr>
<td>92.</td>
<td>Understand the Key Steps Needed to Succeed with a Change Process (Kotter’s Eight-Step Change Model)</td>
<td>205</td>
</tr>
<tr>
<td>93.</td>
<td>Anticipate and Manage People’s Emotional Reactions to Change (The Change Curve)</td>
<td>206</td>
</tr>
<tr>
<td>94.</td>
<td>Persuade and Influence People Effectively (The Influence Model)</td>
<td>208</td>
</tr>
<tr>
<td>95.</td>
<td>Lead Change Without Formal Authority (“Stealth Innovation”)</td>
<td>210</td>
</tr>
</tbody>
</table>

### Chapter 18 Work Effectively with Customers and External Stakeholders

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>96.</td>
<td>Understand Your Customer’s Worldview (Develop Customer Personas)</td>
<td>213</td>
</tr>
<tr>
<td>97.</td>
<td>Understand and Develop Your Relationship with Your Customer (Customer Experience Mapping)</td>
<td>215</td>
</tr>
<tr>
<td>98.</td>
<td>Understand How Decisions Are Made in Another Organization (Influence Mapping)</td>
<td>217</td>
</tr>
<tr>
<td>99.</td>
<td>Decide the Best Approach to a Negotiation (Lewicki and Hiam’s Negotiation Matrix)</td>
<td>219</td>
</tr>
<tr>
<td>100.</td>
<td>Collaborate to Create Mutually Beneficial Outcomes (Win-Win Negotiation)</td>
<td>222</td>
</tr>
</tbody>
</table>

### Appendix: Survey Methodology

Page 225

### References

Page 227

### Index

Page 235