

# Contents at a Glance

---

<b>Introduction .....</b>	<b>1</b>
<b>Book I: Communicating Effectively.....</b>	<b>5</b>
Chapter 1: Creating Rapport .....	7
Chapter 2: Seeing, Hearing, and Feeling Your Way to Better Communication .....	21
Chapter 3: Pushing the Communication Buttons .....	35
Chapter 4: Exploring Body Language .....	47
Chapter 5: Demonstrating Confidence in the Workplace .....	67
Chapter 6: Asking the Right Questions and Listening with Intent.....	87
Chapter 7: Gearing Your Approach to Your Audience: Understanding Different Decision-Making Styles .....	103
Chapter 8: Getting Ready to Make a Presentation .....	127
Chapter 9: Using Great Visual Aids in Your Presentations .....	137
Chapter 10: Negotiating Powerfully from the Outset.....	153
<b>Book II: Building Your Commercial Acumen .....</b>	<b>167</b>
Chapter 1: Get the Right People on Board: Making the Million-Pound Decision...	169
Chapter 2: Feeling Confident with Accounting and Budgeting .....	185
Chapter 3: Harnessing the Power of Technology .....	211
Chapter 4: The Seven-Step Selling Cycle.....	221
Chapter 5: Easing Into Change .....	231
Chapter 6: Dealing with Risk and Uncertainty in Key Projects.....	251
<b>Book III: Managing and Leading Others .....</b>	<b>271</b>
Chapter 1: Working Together in Teams and Groups .....	273
Chapter 2: Tapping into Passion and Purpose.....	285
Chapter 3: Tuning into Values.....	301
Chapter 4: Managing Emotional States .....	311
Chapter 5: Strengthening Relationships in Tough Times .....	323
Chapter 6: Dealing with Ethics and Office Politics .....	339
Chapter 7: Coaching through Conflict.....	359
Chapter 8: Becoming an Engaging Leader .....	371

***Book IV: Increasing Productivity and Performance ..... 391***

Chapter 1: Leading People to Peak Performance ..... 393

Chapter 2: Making Goals Come Alive ..... 407

Chapter 3: Being an Expert at Performance Appraisal and Management ..... 421

Chapter 4: Project Management: The Key to Achieving Results ..... 437

Chapter 5: Looking at Staff Resources on Projects ..... 449

Chapter 6: Finding Your Motivation ..... 471

Chapter 7: Relax, it's Only Work! Stress in the Workplace ..... 481

Chapter 8: Getting Things Done with the Help of Others ..... 501

Chapter 9: Perfecting the Art of Delegation ..... 521

Chapter 10: Organising Your Time and Your Tasks ..... 529

Chapter 11: Making the Most of Meetings ..... 551

Chapter 12: Dealing with Your Emails ..... 559

***Index ..... 567***

<http://www.pbookshop.com>

# Table of Contents

<b><i>Introduction</i></b> .....	<b>1</b>
About This Book .....	1
Conventions Used in This Book .....	2
Foolish Assumptions .....	2
How This Book Is Organised .....	2
Book I: Communicating Effectively .....	3
Book II: Building Your Commercial Acumen .....	3
Book III: Managing and Leading Others .....	3
Book IV: Increasing Productivity and Performance .....	3
Icons Used in This Book .....	4
Where to Go from Here .....	4
<b><i>Book 1: Communicating Effectively</i></b> .....	<b>5</b>
<b>Chapter 1: Creating Rapport</b> .....	<b>7</b>
Knowing Why Rapport is Important .....	7
Recognising rapport when you see it .....	8
Identifying people with whom you want to build rapport .....	9
Having Basic Techniques for Building Rapport .....	10
Sharpening your rapport with eight quick tips .....	10
Viewing the communication wheel and developing rapport .....	11
Matching and mirroring .....	12
Pacing to lead other people successfully .....	13
Building rapport in virtual communication .....	14
Knowing How to Break Rapport and Why You May Want To .....	16
Discovering how to break rapport sensitively .....	16
Grasping the power of the word 'but' .....	17
Understanding Other Points of View .....	18
Exploring perceptual positions .....	19
<b>Chapter 2: Seeing, Hearing, and Feeling Your Way     to Better Communication</b> .....	<b>21</b>
Getting to Grips with the Senses .....	22
Filtering reality .....	23
Hearing how people are thinking .....	24
Listening to the World of Words .....	26
Building rapport through words .....	27
Bringing on the translators .....	28
Acknowledging the Importance of the Eyes .....	29
Making the VAK System Work for You .....	32

<b>Chapter 3: Pushing the Communication Buttons</b> . . . . .	<b>35</b>
Introducing the NLP Communication Model . . . . .	36
Scenario 1 . . . . .	37
Scenario 2 . . . . .	37
Understanding the Process of Communication . . . . .	38
Processing pieces of information . . . . .	39
Getting to grips with individual responses . . . . .	41
Giving Effective Communication a Try . . . . .	46
<b>Chapter 4: Exploring Body Language</b> . . . . .	<b>47</b>
Discovering How Body Language Conveys Messages . . . . .	48
Projecting an image in the first 30 seconds . . . . .	48
Transmitting messages unconsciously . . . . .	49
Substituting behaviour for the spoken word . . . . .	50
Gesturing to illustrate what you're saying . . . . .	51
Physically supporting the spoken word . . . . .	51
Revealing thoughts, attitudes and beliefs . . . . .	52
Key Types of Gestures . . . . .	54
Unintentional gestures . . . . .	54
Signature gestures: Gestures that define who you are . . . . .	55
Fake gestures: Pulling the wool . . . . .	56
Micro gestures: A little gesture means a lot . . . . .	57
Displacement gestures . . . . .	58
Universal gestures . . . . .	59
Getting the Most Out of Body Language . . . . .	61
Becoming spatially aware . . . . .	62
Anticipating movements . . . . .	62
Creating rapport through reflecting gestures . . . . .	63
Becoming who you want to be . . . . .	63
Reading the signs and responding appropriately . . . . .	65
Appreciating Cultural Differences . . . . .	65
<b>Chapter 5: Demonstrating Confidence in the Workplace</b> . . . . .	<b>67</b>
Developing Confidence in Your Professional Life . . . . .	67
Realising that your job isn't you . . . . .	68
Defining your professional identity . . . . .	68
Uncovering what you want to do . . . . .	70
Finding value in what you do . . . . .	71
Becoming Assertive . . . . .	72
Showing Confidence in Specific Work Situations . . . . .	73
Demonstrating power and presence in meetings . . . . .	73
Shining during presentations . . . . .	74
Rejecting manipulation and bullying . . . . .	75
Managing Your Boss . . . . .	77
Dealing with feedback . . . . .	78
Getting your boss to keep his promises . . . . .	79
Telling your boss he's wrong . . . . .	81

Casting Off Your Cloak of Invisibility .....	81
Dealing Confidently with Corporate Change .....	83
Getting through rejection .....	84
Taming the threat of redundancy .....	84

## **Chapter 6: Asking the Right Questions and Listening with Intent. . . .87**

Question-Asking Tips and Strategies .....	88
Cleaning up your language: Removing bias .....	88
Recognising that the way you behave is what counts .....	92
Pressing the pause button .....	92
Testing your questions .....	93
Making positive statements the norm .....	93
Figuring Out What You Want .....	93
What do I want? .....	94
What's that going to do for me? .....	94
Asking Questions to Help Make Decisions .....	94
Challenging Limiting Beliefs .....	95
Finding the Right Person for the Job: A Question of Motivation .....	96
What do you want in your work? .....	97
Why is that important? .....	97
How do you know that you've done a good job? .....	98
Why did you choose your current work? .....	98
Checking In with Yourself .....	99
Listening Intently .....	99
Listening at four levels .....	100
Listening beyond words .....	101

## **Chapter 7: Gearing Your Approach to Your Audience: Understanding Different Decision-Making Styles . . . . .103**

Knowing Who's Who and What's What .....	104
Convincing the Charismatics .....	105
Offering balanced information .....	107
Acknowledging and discussing risks .....	107
Providing visual aids to strengthen your position .....	108
Tying arguments to bottom-line results .....	109
Swaying the Sceptics .....	110
Establishing credibility through similarities .....	111
Gaining endorsement from trusted sources .....	111
Allowing them their clout .....	112
Grounding concrete facts in the real world .....	113
Appealing to the Thinkers .....	114
Telling your story sequentially .....	115
Providing abundant data .....	116
Letting them draw their own conclusions .....	117

Urging the Followers .....	118
Helping them understand through successes – their own and others' .....	119
Minimising risk.....	120
Keeping it simple .....	121
Winning Over the Controllers .....	122
Overcoming internal fears .....	122
Flooding with pure facts and analytics .....	123
Making your arguments structured, linear and credible.....	124
Working through others.....	124

## **Chapter 8: Getting Ready to Make a Presentation. . . . . 127**

Making Important Preparations.....	127
Deciding whether you should speak .....	127
Figuring out why you're speaking.....	128
Setting specific goals .....	129
Getting the essential information .....	129
Agreeing on a topic.....	131
Analysing Your Audience .....	132
Discovering demographics .....	132
Discovering what the audience is thinking.....	133
Finding out what the audience knows.....	133
Relating to Your Audience.....	134
Putting yourself in the shoes of your audience .....	134
Highlighting the benefits of what you've got to say .....	136

## **Chapter 9: Using Great Visual Aids in Your Presentations. . . . . 137**

Creating Charts and Graphs.....	137
Choosing a type of chart or graph.....	138
Making effective charts and graphs .....	138
Making Use of PowerPoint and Overheads .....	139
Using PowerPoint.....	139
Using overhead transparencies .....	140
Discovering simple design rules .....	140
Flipping for Flipcharts.....	142
Avoiding common flipchart mistakes.....	142
Using flipcharts effectively .....	143
Creating Great Video (and Audio).....	144
Using video .....	145
Including audio in your presentations .....	146
Making an Impact with Multimedia .....	147
Getting the right multimedia equipment .....	147
Using software for multimedia presentations.....	148
Getting permission to use content .....	149
Wowing Your Audience with Simple Multimedia Techniques.....	150

Being Handy with Handouts.....	150
Making an impact with handouts.....	151
Including the right information.....	151
Knowing when to give them out .....	151

## **Chapter 10: Negotiating Powerfully from the Outset. . . . . 153**

Making the First Impression: The Interview .....	154
Gaining Instant Rapport.....	154
Mirroring to get the ball rolling .....	154
Matching to create similarities .....	155
Showing you're glad to be there .....	155
Leading to get them to come to you.....	157
Carrying only what's necessary.....	157
Standing tall and holding your ground .....	157
Moving with purpose.....	159
Pointing Your Body in the Right Direction.....	160
Creating a relaxed attitude with the 45 degree angle.....	160
Facing directly for serious answers.....	162
Picking the power seats .....	163
Negotiating Styles.....	164
Claiming your space .....	165
Displaying confidence .....	166

## ***Book 11: Building Your Commercial Acumen..... 167***

### **Chapter 1: Get the Right People on Board: Making the Million-Pound Decision . . . . . 169**

Asking for the Right Stuff.....	170
Defining the Job and the Person.....	171
Finding Good People .....	172
Being the Greatest Interviewer in the World .....	174
Asking the right questions.....	175
Interviewing do's.....	176
Interviewing don'ts .....	178
Evaluating Your Candidates .....	179
Checking references .....	179
Reviewing your notes .....	181
Conducting second (or third) interviews .....	181
Engaging the Best (and Leaving the Rest).....	182
Being objective.....	183
Trusting your instincts.....	183
Adjusting after the offer .....	184

**Chapter 2: Feeling Confident with Accounting and Budgeting . . . . 185**

Accounting Everywhere You Look .....	186
The Basic Elements of Accounting.....	187
Accounting and Financial Reporting Standards .....	190
The emergence of International Financial Reporting Standards .....	190
Why accounting rules are important .....	191
Income tax and accounting rules.....	192
Flexibility in accounting standards .....	193
Enforcing Accounting Rules .....	193
Protecting investors: Sarbanes-Oxley and beyond .....	194
The Accounting Department: What Goes On in the Back Office .....	195
Focusing on Business Transactions and Other Financial Events.....	196
Taking a Closer Look at Financial Statements .....	198
The balance sheet.....	199
The profit and loss account.....	200
The cash flow statement.....	200
Exploring the Wonderful World of Budgets .....	202
Making a Budget .....	203
Budgeting and the Real World .....	206
Producing real budgets .....	206
Staying on budget .....	207

**Chapter 3: Harnessing the Power of Technology . . . . . 211**

Using Technology to Your Advantage .....	212
Get some help.....	212
Evaluating the Benefits and Drawbacks of Technology .....	213
Improving Efficiency and Productivity .....	215
Getting the Most Out of Information Technology .....	217
Planning and Implementation .....	219

**Chapter 4: The Seven-Step Selling Cycle . . . . . 221**

Step 1: Prospecting.....	221
Step 2: Meeting and Greeting .....	224
Step 3: Fact Finding .....	226
Step 4: Presentation .....	227
Step 5: Handling Objections .....	228
Step 6: Closing the Sale.....	229
Step 7: Getting Referrals .....	229

**Chapter 5: Easing Into Change . . . . . 231**

Finding Clarity and Direction .....	232
Understanding the Structure of Change .....	233
The Kübler-Ross Grief Cycle.....	233
NLP logical levels .....	236

Holding On to Values .....	241
Grasping the Importance of Clear Communication.....	242
Creating the Mindset for Change.....	243
Letting go of fear .....	244
Being willing to experiment.....	246
Getting Help on the Way.....	247
Strengthening resources.....	247
Future pacing.....	248
Planning the road map .....	248
Taking One Step Forward .....	249
Making that initial move .....	249
Celebrating and closure.....	249

## **Chapter 6: Dealing with Risk and Uncertainty in Key Projects . . . . 251**

Understanding Risks and Risk Management .....	252
Seeing why you need risk management .....	252
Managing, not necessarily avoiding, risk.....	253
Keeping people informed.....	253
Keeping risk in focus throughout the project .....	255
Working Through the Risk Cycle .....	255
Identifying risk.....	257
Analysing risk.....	258
Deciding risk handling .....	262
Adding to or modifying plans as necessary .....	265
Taking planned actions and monitoring risk.....	265
Documenting Risk on Critical Projects .....	266
Risk management plan .....	266
Risk Register .....	267
Getting Some Help from Techniques .....	268
Ishikawa (fishbone) diagram .....	268
Work flow diagram.....	268
Risk checklist.....	268
Decision tree.....	269

## ***Book III: Managing and Leading Others* ..... 271**

### **Chapter 1: Working Together in Teams and Groups . . . . . 273**

Phasing Out the Old Hierarchy .....	274
Downsizing organisations.....	274
Moving towards co-operation .....	275
Empowering Your Teams .....	276
Recognising the value of an empowered workforce .....	277
Managing your teams .....	277
Identifying the Advantages of Teams.....	278
Smaller and nimbler .....	278
Innovative and adaptable .....	279

Setting Up and Supporting Your Teams .....	279
Formal teams .....	280
Informal teams .....	281
Self-managed teams .....	282
The real world .....	283
New technology and teams .....	283
<b>Chapter 2: Tapping into Passion and Purpose .....</b>	<b>285</b>
Waking Up.....	285
Getting in Tune with Flow States .....	286
Finding your flow state .....	287
Accessing the flow state.....	289
Maintaining flow in challenging times.....	290
Finding the Meaning in Your Work.....	291
Seeking value while questing constantly .....	292
Making sense of the tough times .....	292
Recognising Your Life Purpose.....	293
Noticing what energises you when the going gets tough .....	293
Finding and using your passion: the DASE model .....	294
Defining purpose in your own words .....	295
Building a Shared Vision.....	297
Merging different agendas .....	298
Knowing when to bend and when to stay tough .....	300
<b>Chapter 3: Tuning into Values .....</b>	<b>301</b>
Knowing What's Important.....	301
Separating must-haves from shoulds .....	302
Separating means values and end values .....	302
Focusing on core values.....	303
Setting Priorities .....	305
Allowing time to refine values .....	305
Assessing values-based decisions .....	307
Responding to violated values .....	307
Keeping Values Alive Every Day .....	308
Assessing whether you're walking the talk .....	308
Dreaming bigger and better.....	309
<b>Chapter 4: Managing Emotional States .....</b>	<b>311</b>
Saying Hello to Emotional States .....	311
Changing Emotional States .....	312
Checking the baseline state.....	312
Anchoring positive states .....	313
Allowing negative states to slide away .....	315
Tackling Interference from Gremlins .....	316
Shaking up the peacekeeper gremlin .....	317
Messing with the perfectionist gremlin .....	317

Firing up the procrastinator gremlin.....	317
Drawing your gremlins .....	318
Overcoming Fear .....	319
Championing natural confidence.....	320
Releasing phobias fast.....	321

## **Chapter 5: Strengthening Relationships in Tough Times . . . . . 323**

Identifying the Stakeholders Who Matter.....	324
Mapping out the network.....	324
Informing – or influencing? .....	326
Setting priorities for communication .....	328
Understanding What Makes Others Tick.....	330
Taking perceptual positions .....	330
Gazing into the NLP meta-mirror .....	331
Listening for metaprograms .....	334
Adapting your approach.....	335
Coaching Teams to Bond.....	335
Forming: Adopting the mindset for success.....	336
Storming: Developing a shared future .....	336
Norming and performing: Championing great ways of operating .....	338
Disbanding: Moving on positively .....	338

## **Chapter 6: Dealing with Ethics and Office Politics . . . . . 339**

Doing the Right Thing: Ethics and You.....	340
Defining ethics.....	340
Creating a code of ethics .....	341
Living ethics .....	344
Evaluating Your Political Environment.....	344
Assessing your organisation’s political environment.....	345
Identifying key players .....	346
Redrawing your organisation chart.....	348
Scrutinising Communication: What’s Real and What’s Not?.....	350
Believing actions, not words .....	350
Reading between the lines.....	350
Probing for information .....	351
Uncovering the Unwritten Rules of Organisational Politics.....	352
Be friendly with all.....	352
Help others get what they want .....	353
Don’t party at company parties .....	354
Manage your manager.....	354
Move ahead with your mentors .....	355
Be trustworthy .....	356
Protecting Yourself .....	356
Document for protection .....	356
Don’t make promises you can’t keep .....	357
Be visible.....	357

**Chapter 7: Coaching through Conflict . . . . . 359**

Recognising Behaviours under Pressure .....	360
Checking for patterns.....	361
Holding on to the best outcome .....	362
Working through Differences .....	363
Knowing the enemy well .....	363
Negotiating in the best-sized chunks .....	365
Voicing What Needs to Be Said .....	366
Developing the non-violent vocabulary .....	367
Finessing feedback.....	368
Building the most confident voice.....	369
Developing appreciative habits .....	370

**Chapter 8: Becoming an Engaging Leader . . . . . 371**

Recognising Your Existing Skills.....	371
Enhancing Relating to People .....	373
‘Working with’ and not ‘doing to’ people.....	373
Having a genuine interest in others.....	374
Building strong connections .....	375
Being non-judgemental.....	376
Developing the Courage to Speak Your Mind .....	377
Standing out from the crowd.....	378
Remaining aware of being dishonest.....	379
Asking searching questions.....	380
Inviting challenge.....	381
Coping with embarrassment and threat .....	382
Sensing for Success .....	383
Being in the moment .....	383
Seeing what others miss .....	384
Listening for meaning: Getting behind language .....	385
Being Brilliant at Building Commitment .....	386
Starting from pole position.....	386
Beginning from their grid position .....	387
Focusing on winning together .....	388
Agreeing actions to drive success .....	389
Avoiding meaningless language.....	390
Keeping on track.....	390

***Book IV: Increasing Productivity and Performance..... 391*****Chapter 1: Leading People to Peak Performance . . . . . 393**

Being a Great Role Model .....	393
Flying your flag on the summit.....	394
Avoiding the crevasse of double standards .....	395

Acting Before Avalanches.....	395
Appreciating the dangers of delay.....	396
Applying the golden rule of 'Now' .....	396
Leading Under-performers Towards Your Peak.....	398
Working on commitment and capability .....	398
Approaching cliffhanger conversations.....	401
Roping people into improvements .....	402
Mapping progress towards peak performance.....	403
Coaching the Good Towards Greatness .....	403
Taking a time out to coach .....	404
Choosing the right role .....	405
Practising what great coaches do.....	406
<b>Chapter 2: Making Goals Come Alive . . . . .</b>	<b>407</b>
Checking that Goals Are Well-Formed .....	407
Is the goal stated in the positive? .....	408
Is the goal self-initiated, self-maintained and within my control? .....	409
Does the goal describe the evidence procedure? .....	410
Is the context of the goal clearly defined?.....	411
Does the goal identify the necessary resources? .....	411
Have I evaluated whether the goal is ecological?.....	413
Does the goal identify the first step I need to take? .....	414
Balancing Dreams with Reality: The Disney Strategy .....	414
Getting to know the various roles .....	415
Coaching through the roles.....	417
Generating New Behaviours.....	418
Hearing the soundtrack.....	419
Seeing the movie.....	420
Feeling, touching and smelling the result.....	420
<b>Chapter 3: Being an Expert at Performance Appraisal and Management . . . . .</b>	<b>421</b>
Taking the First Steps .....	422
Developing a System for Providing Immediate Performance	
Feedback.....	424
Setting your checkpoints: The milestones .....	424
Reaching your checkpoints: The actions.....	424
Acting in sequence: The relationships.....	425
Establishing your timeframe: The schedules.....	426
Reducing shrinkage .....	426
Creating programmes based on desired behaviours .....	427
Reading the Results.....	428
Appraising Performance: Why It Matters .....	429
Spelling Out the Performance Appraisal Process .....	431
Preparing for the No-Surprises Appraisal .....	434

**Chapter 4: Project Management: The Key to Achieving Results . . . 437**

Taking on a Project.....	437
Avoiding the Pitfalls .....	438
Deciding Whether the Job is Really a Project.....	439
Understanding the four control areas.....	440
Recognising the diversity of projects.....	441
Understanding the four stages of a project.....	442
Defining the Project Manager's Role.....	444
Looking at the Project Manager's tasks .....	445
Staving off potential excuses for not following a structured project management approach .....	446
Avoiding 'shortcuts' .....	447
Do You Have What It Takes? .....	447
Questions .....	448
Answers.....	448

**Chapter 5: Looking at Staff Resources on Projects . . . . . 449**

Seeing Why You Need to Plan Staff Use .....	450
Dealing with resource conflicts .....	450
Making sure that people are available .....	451
Monitoring use of staff on the project.....	452
Matching People to Tasks .....	452
Working out the skill sets and knowledge that you need on the teams.....	453
Growing your people.....	454
Developing a Skills Matrix.....	455
Honing Your Task Duration Estimates.....	457
Documenting your estimates .....	457
Factors in activity timing and estimates.....	458
Estimating required work effort.....	459
Factoring in productivity .....	460
Taking care with historical data .....	464
Accounting for availability in estimates .....	466
Smoothing the Resource.....	467
Checking for resource conflict .....	467
Resolving resource conflicts – the steps .....	468
Co-ordinating assignments across multiple projects.....	469

**Chapter 6: Finding Your Motivation . . . . . 471**

Driving Forward in Your Life.....	471
Rising through Maslow's hierarchy of needs .....	472
Greeting the world with grace.....	473
Taking Charge at Work .....	474
Looking at usable theory .....	474
Recognising the importance of achievement .....	479
Going for the next promotion.....	479

**Chapter 7: Relax, it's Only Work! Stress in the Workplace . . . . . 481**

Letting Go of Unreal Expectations.....	481
Admitting that you can't be perfect (and that you don't want to be).....	482
Focusing on perfection distracts you from excellence .....	482
Being Generous to Yourself First.....	483
Acknowledging your successes .....	483
Accepting help and delegating .....	484
Overcoming Procrastination.....	485
Breaking the gridlock .....	486
Biting off smaller chunks .....	487
Taking Time Off – for You.....	488
Slowing down .....	488
Adopting the 80/20 principle.....	489
Generating Realistic Standards of Behaviour .....	490
Adjusting your goals to the circumstances .....	490
Staying positive while keeping it real .....	491
Increasing your flexibility .....	491
Managing Stress in the Workplace.....	492
Discovering the warning signs .....	493
Identifying the causes .....	493
Finding ways for you to relax.....	494
Getting organised at work to feel more relaxed.....	495
Learning to prioritise ruthlessly .....	496
Overcoming bad working habits to relax .....	498
Trying other strategies to stress less and relax more .....	499

**Chapter 8: Getting Things Done with the Help of Others . . . . . 501**

Highlighting Your Likeability .....	502
Accenting your attractiveness .....	502
Finding similarities .....	505
Complimenting others.....	506
Relying on Reciprocity.....	508
Giving first to gain advantage.....	508
Negotiating and making concessions .....	510
Encouraging Follow-through on Commitments .....	511
Playing to the desire for consistency .....	511
Getting others to commit.....	512
Following the Crowd .....	513
Building your own crowd.....	513
Recognising and responding to peer pressure .....	514
Asserting Your Authority .....	515
Making the most of titles and positions.....	515
Dressing like an authority figure.....	516
Exposing your expertise .....	517
Taking authority and obedience too far .....	518

Playing Up Exclusivity.....	519
Seeking uniqueness .....	519
Avoiding losses .....	520

**Chapter 9: Perfecting the Art of Delegation ..... 521**

Letting Go .....	521
Asking for Help.....	522
Getting Systems in Place.....	523
Knowing What to Delegate .....	523
Remembering the do's and don'ts.....	524
Sharing the burden at work.....	524
Getting help at home .....	525
Understanding How to Delegate.....	526
Planning in advance.....	526
Delegating appropriately .....	527
Giving instructions .....	527
Managing the delegated task.....	528
Achieving the best result .....	528

**Chapter 10: Organising Your Time and Your Tasks ..... 529**

Structuring Your Time .....	529
Creating blocks of time .....	529
Working with your natural tendencies.....	531
Doing varied tasks, little and often.....	532
Scheduling in 'me time' .....	533
Organising Your Tasks.....	533
Binning to-do lists .....	534
Deciding what belongs on your action list .....	534
Prioritising your tasks .....	534
Setting up action lists .....	536
Creating checklists .....	538
Investing Your Time Instead of Spending It .....	540
Beware of Fluffy Time!.....	540
Making Time to Plan Time.....	541
Undertaking urgent activities .....	541
Sorting important activities.....	542
Deciding on secondary activities.....	543
Making time for unplanned happenings .....	543
Accounting for Your Time.....	544
Investigating your past.....	544
Analysing your today .....	545
Discovering your tomorrow .....	546
Knowing When and Where to Plan.....	547
Organising Your Work Space.....	548
Keep only immediate activities on your desk.....	548
Take charge of your time .....	549
Handle phone calls wisely .....	549

<b>Chapter 11: Making the Most of Meetings</b> .....	<b>551</b>
Do We Really Need Another Meeting? .....	551
Choosing the Right Type of Meeting.....	552
Face to face.....	552
Tele/Web conferences.....	552
Planning the Meeting.....	553
Running the Meeting .....	554
Agendas.....	554
Taking notes .....	554
Getting to Your Meetings on Time .....	555
Calculating travel time .....	556
Leaving in good time .....	556
Networking Meetings .....	557
<b>Chapter 12: Dealing with Your Emails</b> .....	<b>559</b>
Dedicating Time to Your Emails .....	559
Checking your email periodically .....	560
Setting aside time for emails .....	560
Managing Your Inbox .....	560
Organising your incoming mail.....	561
Using templates.....	563
Clearing the clutter.....	563
Avoiding spam.....	564
Dealing with an Email Backlog.....	564
Preparing before time out.....	564
Handling the deluge when you return.....	565
<b>Index</b> .....	<b>567</b>

**xxx**

<http://www.pbookshop.com>