

# CONTENTS

INTRODUCTION ix

## **THE QUALITIES OF A LEADER 1**

1	THE LEADERSHIP RIDDLE	7
2	ARE YOU LEADING?	13
3	ARE YOU GOOD ENOUGH TO LEAD?	19
4	THE PERFECT LEADER	25
5	THE LEADER AS A ROLE MODEL	31
6	THE LEADER'S VALUES	35
7	COURAGE AND LEADERSHIP	39
8	LEARNING COURAGE	43
9	RESPONSIBLE LEADERSHIP	47
10	WEAR THE MASK	51
11	POPULARITY VERSUS RESPECT	55
12	BE POSITIVE	59

13	INSPIRATION AND CHARISMA	65
14	BE AMBITIOUS AND UNREASONABLE	69
15	EARNING RESPECT	73
16	WORK–LIFE BALANCE	77
17	LUCKY LEADERS	83
	<b>THE SKILLS OF THE LEADER</b>	<b>87</b>
18	TECHNICAL SKILLS VERSUS PEOPLE SKILLS	93
19	ABILITY TO MOTIVATE OTHERS	99
20	CREATING A VISION	105
21	DECISION MAKING	109
22	BEYOND HONESTY AND INTEGRITY	113
23	DEALING WITH CRISES	119
24	DEALING WITH CONFLICT	125
25	FOCUS FOCUS FOCUS	129
26	ALIGN YOUR TRIBE	135
27	HOW TO GET UP IN THE MORNING	139

28	KEEPING CONTROL	143
29	HOW TO LEARN TO LEAD	147
<b>LEADING THE ORGANISATION</b>		<b>151</b>
30	THE ART OF UNFAIR COMPETITION	157
31	COMPETITIVE STRATEGY: ASYMMETRIC WARFARE	161
32	WHEN TO FIGHT	165
33	CHANGE OR DIE	171
34	CONTROL YOUR OWN DESTINY, OR SOMEONE ELSE WILL	175
35	LEADING CHANGE	179
36	INFORMATION MANAGEMENT: GOSSIP VERSUS COMPUTERS	185
37	RESOURCE MANAGEMENT	189
38	INFORMATION TECHNOLOGY AND TRUST	195
39	TECHNOLOGY AND PRODUCTIVITY	199
40	BEYOND RESPECT FOR THE INDIVIDUAL	203

<b>WHAT'S NEW ABOUT</b>		
	<b>LEADERSHIP</b>	<b>207</b>
41	LEADERSHIP IS EARNED, NOT GIVEN	211
42	LEADERSHIP IS ABOUT PERFORMANCE, NOT POSITION	215
43	LEADERSHIP IS A PROFESSION, NOT A CALLING	219
44	GLOBALISATION	223
45	THE CHALLENGE OF CONTROL	229
46	LEAD BY CONSENT	233
47	CHOOSE YOUR TEAM	237
48	FIND YOUR CONTEXT	241
49	LEADERSHIP: NO MORE HEROES	245
50	THE LEADERSHIP JOURNEY	249