

# Contents

Preface	xi
<b>PART ONE: GETTING YOUR ACT TOGETHER</b>	<b>1</b>
<b>Fifteen Greatest Ideas for Finding the Work You Love</b>	<b>3</b>
<b>Idea 1:</b> Finding your role	4
<b>Idea 2:</b> Don't settle	5
<b>Idea 3:</b> Three useful indicators	6
<b>Idea 4:</b> How to find the right road	8
<b>Idea 5:</b> Capability	10
<b>Idea 6:</b> True success	12
<b>Idea 7:</b> Success is a result, not a goal	14
<b>Idea 8:</b> Commitment	15
<b>Idea 9:</b> Setting aims and objectives	17
<b>Idea 10:</b> Jacob's ladder	18
<b>Idea 11:</b> A forward-looking attitude	20
<b>Idea 12:</b> Opportunity	21
<b>Idea 13:</b> Successes and failures	22
<b>Idea 14:</b> A shortcut to personal success	24
<b>Idea 15:</b> Don't expect an easy ride	25
<b>Seven Greatest Ideas for Getting On with People</b>	<b>27</b>
<b>Idea 16:</b> Be pleasant	28
<b>Idea 17:</b> Make others partners with you	29



<b>Idea 18:</b> Remember to say thank-you	30
<b>Idea 19:</b> Use yourself as a gauge	31
<b>Idea 20:</b> Share what you know	32
<b>Idea 21:</b> Be trustworthy in word	33
<b>Idea 22:</b> Show that you trust people	35
<b>Eight Greatest Ideas for Success Qualities</b>	<b>37</b>
<b>Idea 23:</b> Enthusiasm	38
<b>Idea 24:</b> Tenacity	40
<b>Idea 25:</b> Hard work	42
<b>Idea 26:</b> Generosity of spirit	44
<b>Idea 27:</b> Imagination	46
<b>Idea 28:</b> Courage	47
<b>Idea 29:</b> Integrity	49
<b>Idea 30:</b> Humility	51
Follow-up test	52
<b>PART TWO: USING YOUR TIME TO GOOD EFFECT</b>	<b>57</b>
<b>Six Greatest Ideas for Developing a Personal Sense of Time</b>	<b>59</b>
<b>Idea 31:</b> Time used well is life	60
<b>Idea 32:</b> Setting your course	62
<b>Idea 33:</b> A sense of purpose	64
<b>Idea 34:</b> Sell to yourself on benefits	65
<b>Idea 35:</b> Making time to think	66
<b>Idea 36:</b> A sense of perspective	67
<b>Seven Greatest Ideas for Major Time Savers</b>	<b>69</b>
<b>Idea 37:</b> Learning to say no	70
<b>Idea 38:</b> Delegate, delegate, delegate	72
<b>Idea 39:</b> Always do what you say you will	74
<b>Idea 40:</b> Avoid procrastinating	75



<b>Idea 41:</b> Don't waste time on the past	76
<b>Idea 42:</b> Don't make the same mistake twice	77
<b>Idea 43:</b> Cut your losses	78
<b>Five Greatest Ideas for Principles of Planning</b>	<b>79</b>
<b>Idea 44:</b> The skill of planning	80
<b>Idea 45:</b> The worst-case scenario	82
<b>Idea 46:</b> The planning/implementation ratio	83
<b>Idea 47:</b> Setting objectives	85
<b>Idea 48:</b> Time for reflective thinking	86
<b>Six Greatest Ideas for Effective Daily Work</b>	<b>89</b>
<b>Idea 49:</b> Plan your day	90
<b>Idea 50:</b> Prioritize – no, really prioritize	92
<b>Idea 51:</b> The Pareto principle	94
<b>Idea 52:</b> How to control interruptions	96
<b>Idea 53:</b> Deal with your paperwork	98
<b>Idea 54:</b> Make use of committed time	100
Follow-up test	102
<b>PART THREE: DEVELOPING YOUR LEADERSHIP SKILLS</b>	<b>105</b>
<b>Four Greatest Ideas on Career Management</b>	<b>107</b>
<b>Idea 55:</b> From specialist to business leader	108
<b>Idea 56:</b> Checklist: Are you a born leader yet?	109
<b>Idea 57:</b> Can leadership be developed?	110
<b>Idea 58:</b> Awareness, understanding and skill	112
<b>Five Greatest Ideas for Understanding Groups and Organizations</b>	<b>113</b>
<b>Idea 59:</b> Group personality and group needs	114
<b>Idea 60:</b> Task, team and individual	115
<b>Idea 61:</b> Three sets of needs	116



<b>Idea 62:</b> The interaction of the three circles	118
<b>Idea 63:</b> Checklist – The three circles	119
<b>Ten Greatest Ideas for Effective Leadership</b>	<b>121</b>
<b>Idea 64:</b> The generic role of leader	122
<b>Idea 65:</b> Eight leadership functions	123
<b>Idea 66:</b> Sharing decisions	124
<b>Idea 67:</b> The 50:50 rule for motivation	126
<b>Idea 68:</b> The Adair short course on leadership	128
<b>Idea 69:</b> The hallmarks of an excellent team	129
<b>Idea 70:</b> Leadership qualities	131
<b>Idea 71:</b> What leaders need to know	134
<b>Idea 72:</b> Levels of leadership	137
<b>Idea 73:</b> Successful chief executives	138
Follow-up test	139
<b>PART FOUR: SHARPENING UP YOUR COMMUNICATION SKILLS</b>	<b>143</b>
<b>Seven Greatest Ideas for Better Communication</b>	<b>145</b>
<b>Idea 74:</b> The Communication Star model	146
<b>Idea 75:</b> How to use the Communication Star	148
<b>Idea 76:</b> Non-verbal communication	150
<b>Idea 77:</b> Six rules for effective public speaking	151
<b>Idea 78:</b> The art of listening	153
<b>Idea 79:</b> Accentuate the positives	155
<b>Idea 80:</b> Make the best use of feedback	156
<b>Five Greatest Ideas for Productive Meetings</b>	<b>159</b>
<b>Idea 81:</b> Five types of meeting	160
<b>Idea 82:</b> Managing meetings	162
<b>Idea 83:</b> Be prepared	163
<b>Idea 84:</b> Six golden rules for the chair	165



x 100 Greatest Ideas for Personal Success

<b>Idea 85:</b> Always follow up with action points	166
Follow-up test	167

**PART FIVE: EFFECTIVE THINKING SKILLS 169**

**Fifteen Greatest Ideas for Effective Thinking Skills 171**

<b>Idea 86:</b> Knowing your mind	172
<b>Idea 87:</b> Clear thinking	173
<b>Idea 88:</b> Holistic thinking	174
<b>Idea 89:</b> Imaginative thinking	175
<b>Idea 90:</b> Checklist – How imaginative are you?	176
<b>Idea 91:</b> Valuing	177
<b>Idea 92:</b> Your depth mind at work	179
<b>Idea 93:</b> Intuition	180
<b>Idea 94:</b> It does get easier	181
<b>Idea 95:</b> Evaluating your options	182
<b>Idea 96:</b> How to be more creative	184
<b>Idea 97:</b> The Nine Dots test	185
<b>Idea 98:</b> Checklist – Are you thinking creatively?	186
<b>Idea 99:</b> Useful originality	187
<b>Idea 100:</b> Developing your thinking skills	188
Follow-up test	189

**Appendix 193**

The 25 attributes of top leaders and managers	194
Solution to the Nine Dots test	195

About John Adair	197
Index	199