

Contents

<i>Preface</i>		ix
<i>Acknowledgments</i>		xiii
PART I	SETTING THE FRAME	1
CHAPTER 1	The Four Pillars of High Performance	3
	Defining High Performance	3
	The Third Envelope	8
CHAPTER 2	Planning Rules	13
	Just Say No	14
	Just Say Yes	19
	Show Me the Money	23
	Bottom Lines	25
CHAPTER 3	All Together	29
	Master Plan	30
	Be Quick	32
PART II	PURPOSE	37
CHAPTER 4	Values	39
	Getting Real	40
	Talk that Walks	42

vi		Contents
CHAPTER 5	Mission	47
	Customers	49
	Difference	51
	Advantage	53
	Sweet Spot	57
	Hoop Dreams	60
PART III	STRATEGY	63
CHAPTER 6	Lines of Business	67
	Front Lines	68
	Means and Ends	70
	Making Lines of Business	71
CHAPTER 7	Success Measures	73
	Measuring the Unmeasurable	73
	Why Measure?	74
	Making Success Measures	78
CHAPTER 8	Vision Statement	83
	Vision Types	83
	Making Statements	87
CHAPTER 9	Vision Strategies	103
	Making Strategies	103
PART IV	OPERATIONS	119
CHAPTER 10	Goals	123
	Making Goals	124
CHAPTER 11	Budget	133
PART V	GOVERNANCE	137
	Seven Realities	141

<i>Contents</i>	vii
CHAPTER 12 Delegation	149
Levers	150
Duties	158
Guidelines	172
CHAPTER 13 Accountability	181
Agendas	183
Assessments	187
CHAPTER 14 Smart Board	195
Help Me Help You	196
Adding Value	199
APPENDIX A BAM	207
APPENDIX B First Cut	211
APPENDIX C Final Answers	227
APPENDIX D Board Meeting Advance Information Template	239
Notes	247
About the Author	275
Index	277

<http://www.pbookshop.com>

<http://www.pbookshop.com>