

Contents

About the author / x

Acknowledgements / xi

Introduction to the second edition: what's new? / xiii

Introduction to the first edition / xv

The Leadership7 / xix

part 1 Your leadership self / 1

First days in the job / 3

Demeanour: setting the tone / 8

Leadership principles / 14

Trusting your instincts / 19

Focusing on what matters / 24

Managing meetings / 29

Time management / 34

You and your boss / 39

part 2 Vision and strategy: the leadership mantra / 45

Setting and selling a vision / 47

Leading strategy / 53

Leadership priorities / 61

part 3 Your leadership team / 67

Forming your leadership team / 69

Leading your leadership team / 74

121s / 79

Your team is more skilled than you / 84

part 4 **Leading change** / 89

The change imperative / 91

Managing change / 95

Resistance to change / 101

Credibility from repetition / 107

part 5 **Leading your team: performance excellence** / 113

Process: making the right things happen at the right time / 115

Team meetings / 121

People performance management / 127

Interpersonal conflict / 133

The difficult interview / 139

Objectives and incentives / 146

part 6 **Leading internationally** / 153

International leadership culture / 155

International strategy / 161

International prioritisation / 167

Team members in other countries / 172

part 7 **Leading efficiency: reducing cost** / 179

Understanding cost / 181

Managing costs / 186

Supplier strategies / 192

part 8 **Sales: customers leading you** / 199

The importance of the customer / 201

The customer journey 1: customer experience / 206

The customer journey 2: technology journey / 211

Sell! Sell! Sell! / 216

Part 9 **Marketing: leading the market** / 223

Marketing is everyone / 225

Branding and organisational identity / 231

Communications: getting the message over / 237

part 10 **Leading digital innovation** / 243

Digital transformations / 245

Leading digital product development / 251

Digital skills revolution / 257

part 11 **Learning: leadership development** / 261

The knowledge premium / 263

Awaydays / 269

Seeking feedback / 275

Index / 281