

CONTENTS

About the author xiv

Acknowledgements xv

How to use this book xvi

PART ONE Managing self 1

- 01 Communication skills** 3
- Written communication 3
 - Due diligence 4
 - Presentations 5
 - Dealing with apprehension and nerves 9
 - Tips, tricks and takeaways 10
 - Reflective exercise 11
- 02 My curriculum vitae** 12
- What should I include in my CV? 12
 - Structuring your CV 15
 - What is the two-page rule? 15
 - Tips, tricks and takeaways 15
 - Reflective exercise 17
 - Reference 17
- 03 Career planning** 18
- What are the 4Ps? 18
 - Career planning process 20
 - Tips, tricks and takeaways 21
 - Reflective exercise 22
- 04 Induction (as an employee)** 23
- Early success priorities 23
 - The unwritten rules 25
 - Tips, tricks and takeaways 26
 - Reflective exercise 26

- 05 Building good relationships 27**
Take an interest in other people 27
Place yourself in the other person's situation 27
Present yourself 28
Ways of working 28
A quick win 28
Be solution oriented 29
Tips, tricks and takeaways 29
Reflective exercise 30
- 06 Why mindset matters 31**
Do you have a fixed or growth mindset? 31
How can I change my mindset? 32
Tips, tricks and takeaways 34
Reflective exercise 34
Reference 35
- 07 Personal work–life balance 36**
Be iterative 37
Be consistent 37
Be clear 38
Tips, tricks and takeaways 38
Reflective exercise 39
- 08 Managing stress 40**
How to manage stress 41
What should I do if I think someone at work is under stress? 42
Tips, tricks and takeaways 43
Reflective exercise 44
- 09 Dealing with disappointing news at work 45**
Being passed over for a promotion 45
Receiving disappointing or negative feedback 46
Tips, tricks and takeaways 48
Reflective exercise 49
- 10 Resilience 50**
How can you boost your resilience? 50

Am I lacking resilience? 52
Tips, tricks and takeaways 53
Reflective exercise 54

11 Managing your personal brand 55

Why do I need a brand? 55
How to develop your brand 55
Tips, tricks and takeaways 58
Reflective exercise 59

12 Effective networking 60

Why do I need to network? 60
How do I start networking? 61
Networking introductions 62
Tips, tricks and takeaways 64
Reflective exercise 64

13 Leadership 65

What makes a good leader? 65
Am I lacking as a leader? 70
Tips, tricks and takeaways 71
Reflective exercise 72

PART TWO Managing others 73

14 How to disagree 75

The *what* and the *how* 76
Tips, tricks and takeaways 77
Reflective exercise 78

15 How to handle a difficult boss or peer 79

Try not to take it personally 79
Define the behaviour 79
Be aware of the cause and effect 80
Don't fight fire with fire 80
Look for balance 80
Try to make the individual aware 81

Act early 81
Draw a line in the sand 82
Due diligence 82
Tips, tricks and takeaways 83
Reflective exercise 83

16 Leading teams 84

How to be an effective team leader 84
Have you got the right team culture? 85
Tough conversations 86
Delegation 86
Tips, tricks and takeaways 87
Reflective exercise 88

17 Supporting a team's work-life balance 89

What makes a good work-life balance? 89
Consistency is critical 91
How does your work-life balance affect others? 91
Tips, tricks and takeaways 92
Reflective exercise 92

18 Performance discussions (as a manager) 93

Deliver positive results in performance discussions 93
Performance discussions with a high-performing individual 94
Performance discussions with a low-performing individual 94
Tips, tricks and takeaways 96
Reflective exercise 97

19 Impact and influence 98

Meeting with a senior executive or key client 98
Make an impact when you are not the subject matter expert 101
Tips, tricks and takeaways 102
Reflective exercise 103

20 Challenging the status quo 104

Driving change 104
Make change the focus 106
Tips, tricks and takeaways 107
Reflective exercise 108

- 21 Building a culture of innovation 110**
How can you encourage innovation? 110
Prepare the groundwork for innovation 111
Tips, tricks and takeaways 114
Reflective exercise 115
References 115
- 22 Bringing about behavioural change 116**
Our process for change 116
Tips, tricks and takeaways 120
Reflective exercise 120
- 23 Overcoming resistance 121**
Where is this resistance coming from? 121
How can I reduce resistance? 123
Tips, tricks and takeaways 124
Reflective exercise 125
- PART THREE Managing the task 127**
-
- 24 How to interview (as a candidate) 129**
Before the interview 129
In the interview 130
After the interview 134
How to handle a group interview 135
Tips, tricks and takeaways 136
Reflective exercise 137
- 25 Performance discussions (as an employee) 138**
When you are performing well 138
When you are not performing well 139
Tips, tricks and takeaways 141
Reflective exercise 142
- 26 One-to-one meetings with your boss 143**
Planning is key 143
Tips, tricks and takeaways 145
Reflective exercise 145

- 27 How to ask for a pay rise 146**
Prior to pay rise discussions 147
Preparing for the pay rise discussion 148
Tips, tricks and takeaways 150
Reflective exercise 151
- 28 Negotiation skills 153**
Knowledge 153
Timing 157
Strategy 157
Purchasing negotiations 158
Tips, tricks and takeaways 159
Reflective exercise 160
- 29 How to handle an unethical request 161**
Your course of action 161
Tips, tricks and takeaways 163
Reflective exercise 163
- 30 How to resign 164**
Before you resign 164
Letter of resignation 165
The notice period 166
Tips, tricks and takeaways 167
Reflective exercise 168
- 31 How to interview (as the hiring manager) 169**
Time for the interview 169
Tips, tricks and takeaways 172
Reflective exercise 173
- 32 New employee induction 174**
Induction: as a manager 174
Tips, tricks and takeaways 175
Reflective exercise 176

- 33 Succession planning 177**
What is succession planning? 177
How do I create a succession plan? 177
Tips, tricks and takeaways 179
Reflective exercise 180
- 34 Breaking disappointing news to an employee 181**
How to break bad news 181
Tips, tricks and takeaways 184
Reflective exercise 184
- 35 Decision making 185**
The decision-making process 185
Tips, tricks and takeaways 188
Reflective exercise 188
- 36 Starting your own business 189**
First things first 189
Assess yourself 190
Your exit plan 190
Some preliminary key decisions 191
The product or service 192
The research and planning 192
Working *on* and *in* the business 195
Know the law 195
Taxation 196
You will need support 196
Tips, tricks and takeaways 197
Reflective exercise 198

PART FOUR Appendices 199

- Appendix 1 Sample CV 1 201*
Appendix 2 Sample CV 2 202
Appendix 3 Induction review matrix 203
Appendix 4 Stakeholder map for employee inductions 204
Index 205