

The Busy Leader's Handbook

2nd Edition

Quint Studer

Table of Contents

Introduction: How to Approach This Book

Section One – The Leader in You: Key Skills and Behaviors.....	1
-----------------------------------------------------------------------	----------

Chapter 1 – Strive to Be Self-Aware and Coachable.....	3
---------------------------------------------------------------	----------

Learning Objectives	3
Introduction.....	3
Tips for Becoming More Self-Aware and Coachable.....	4
Review Questions.....	6
Review Answers	7

Chapter 2 – Invite Feedback from Others.....	9
-----------------------------------------------------	----------

Learning Objectives	9
Introduction.....	9
Don't Take it Personally; Instead, Take Ownership.....	9
Taking Ownership: Eliminating Excuses.....	11
Review Questions.....	12
Review Answers	13

Chapter 3 – To Be a Good Leader, First Learn to Be a Good Follower.....	15
--------------------------------------------------------------------------------	-----------

Learning Objectives	15
Introduction.....	15
Followership	15
The Best Leaders Actually See Themselves as Followers.....	17
Review Questions.....	18
Review Answers	19

Chapter 4 – Lead with Humility	21
---------------------------------------------	-----------

Learning Objectives	21
Introduction.....	21
Quiet the Ego.....	21
First, Diagnose: Do You Have a Humility Problem?.....	22
Review Questions.....	25
Review Answers	26

Chapter 5 – Let Values Be Your Guide.....	27
--------------------------------------------------	-----------

Learning Objectives	27
Introduction.....	27
Values	27
Review Questions.....	31
Review Answers	32

Chapter 6 – Be a Good Communicator.....	33
------------------------------------------------	-----------

Learning Objectives	33
Introduction.....	33
The Importance of Great Communication	33
What Does Great Communication Look Like In Action?.....	34
Review Questions.....	37
Review Answers	38

Chapter 7 – Know How to Get Things Done.....	39
-----------------------------------------------------	-----------

Learning Objectives	39
Introduction.....	39
Hit the Brakes on the Ideas.....	39
Hit the Gas on the Execution.....	39

Table of Contents

Review Questions.....	42
Review Answers	43
Chapter 8 – Get Intentional About Time Management.....	45
Learning Objectives	45
Introduction.....	45
Get Real About Your Time-Management Challenges	45
Some Thoughts on Delegation.....	47
Review Questions.....	49
Review Answers	50
Chapter 9 – How to Manage Yourself During Stressful, Busy Times.....	51
Learning Objectives	51
Introduction.....	51
Grace Under Fire.....	51
Review Questions.....	54
Review Answers	55
Chapter 10 – Change the Way You Think About Change.....	57
Learning Objectives	57
Introduction.....	57
Shifting Our Mindset About Change	57
Don’t Let Change-Resistant People Block Progress	58
Review Questions.....	61
Review Answers	62
Chapter 11 – Embracing Discomfort.....	63
Learning Objectives	63
Introduction.....	63
Why Allowing Yourself to Be Unsettled Makes You a Better Leader	63
Review Questions.....	66
Review Answers	67
Chapter 12 – Clarity Counts.....	69
Learning Objectives	69
Introduction.....	69
How and Why Leaders Should Give Clear Guidance on Rules	69
Review Questions.....	71
Review Answers	72
Chapter 13 – Face Conflict Head-On.....	73
Learning Objectives	73
Introduction.....	73
Why Conflict Resolution is the Ultimate Business Skill.....	73
Review Questions.....	75
Review Answers	76
Chapter 14 – Reaching Resolution	77
Learning Objectives	77
Introduction.....	77
How to Have Tough Conversations Without Damaging Relationships.....	77
Review Questions.....	79
Review Answers	80
Chapter 15 – Drill Down on Generalizations.....	81
Learning Objectives	81
Introduction.....	81
When A Generalization Occurs, Don’t Just Ignore It; Investigate	82

Table of Contents

Review Questions.....	84
Review Answers	85
Chapter 16 – Creating a Positive Workplace Culture.....	87
Learning Objectives	87
Introduction.....	87
We Need Positive Workplace Cultures.....	87
Review Questions.....	90
Review Answers	91
Section Two – Optimizing Employee Performance.....	93
Chapter 17 – The Secret to Strong Relationships.....	95
Learning Objectives	95
Introduction.....	95
Manage the Emotional Bank Account.....	95
Get to Know Employees Through Rounding.....	95
Review Questions.....	98
Review Answers	99
Chapter 18 – Positive Recognition Changes Everything.....	101
Learning Objectives	101
Introduction.....	101
The Art of Rewarding, Recognizing, and Saying Thank You.....	101
Hardwiring a Thank-You Note System.....	102
Review Questions.....	105
Review Answers	106
Chapter 19 – Meaning, Purpose, and Engagement: How Great Leaders Effectively Connect All Three	107
Learning Objectives	107
Introduction.....	107
What Kind of Leaders Drive a Sense of Purpose, Meaning, and Engagement?	108
How to Be a “Best Odds” Boss for Engaging Employees.....	109
Review Questions.....	111
Review Answers	112
Chapter 20 – Help Employees Understand the Meaning of Their Work	113
Learning Objectives	113
Introduction.....	113
Every Job Plays an Important Role	113
Review Questions.....	116
Review Answers	117
Chapter 21 – Psychological Safety	119
Learning Objectives	119
Introduction.....	119
Making It Comfortable for People to Tell the Truth and Take Risks.....	119
Review Questions.....	122
Review Answers	123
Chapter 22 – Know What the <i>What Is</i> for Others (and Communicate Your Own <i>What</i>)	125
Learning Objectives	125
Introduction.....	125
Getting To Know People on a Personal Level Is Essential for Figuring Out Their <i>What</i>	125
Review Questions.....	128
Review Answers	129

Table of Contents

Chapter 23 – Don’t Resort to We/Theyism	131
Learning Objectives	131
Introduction.....	131
Don’t Let Others Practice We/Theyism Either.....	131
Review Questions.....	133
Review Answers	134
Chapter 24 – Create a Culture of Ownership Inside Your Company	135
Learning Objectives	135
Introduction.....	135
If We Want Employees to Act Like Owners, We Must Not Treat Them Like Renters	136
Review Questions.....	138
Review Answers	139
Chapter 25 – Mentors Matter: Here’s How to Be One and How to Work with One.....	141
Learning Objectives	141
Introduction.....	141
How to Be a Great Mentor	141
How to Be a Great Mentee.....	142
Review Questions.....	144
Review Answers	145
Chapter 26 – Reducing Workplace Drama.....	147
Learning Objectives	147
Introduction.....	147
How Workplace Drama Harms Your Company and How to Shut It Down	147
Review Questions.....	149
Review Answers	150
Chapter 27 – Make an Effort to Become a Millennial-Friendly Leader	151
Learning Objectives	151
Introduction.....	151
Who are Millennials Anyway?	151
Review Questions.....	154
Review Answers	155
Chapter 28 – Be a Positive Ambassador for Your Organization	157
Learning Objectives	157
Introduction.....	157
What Are the Benefits of Being a Good Ambassador?.....	157
Review Questions.....	160
Review Answers	161
Section Three – Strategic/Foundational Topics.....	163
Chapter 29 – The Case for Structure	165
Learning Objectives	165
Introduction.....	165
Why Companies Should Hardwire Processes, Practices, and Other Foundational Building Blocks ...	165
Review Questions.....	167
Review Answers	168
Chapter 30 – Guiding Principles Matter.....	169
Learning Objectives	169
Introduction.....	169
Define and Live Your Mission, Vision, and Values.....	169
Review Questions.....	172
Review Answers	173

Table of Contents

Chapter 31 – Set Big, Bold, Clear Goals and Communicate Them to All Employees.....	175
Learning Objectives	175
Introduction.....	175
The Value of Setting Big Goals	175
Review Questions.....	178
Review Answers	179
Chapter 32 – Put Official (Written) Standards of Behavior in Place.....	181
Learning Objectives	181
Introduction.....	181
Developing a Standards of Behavior Contract.....	181
Review Questions.....	186
Review Answers	187
Chapter 33 – The Power of Metrics.....	189
Learning Objectives	189
Introduction.....	189
How Measuring the Important Things Helps Us Be the Best We Can Be	189
Review Questions.....	192
Review Answers	193
Chapter 34 – The Middle Manager Impact	195
Learning Objectives	195
Introduction.....	195
Why a Strong Leader Development System Is Crucial.....	195
Tips for Developing Your Middle Management Team	196
Review Questions.....	197
Review Answers	198
Chapter 35 – Reveal Codes to Enter Chapter Names Individually	199
Learning Objectives	199
Introduction.....	199
Creative Ways to Recruit and Hire	199
The Interview Process: Peer Interviewing and Behavioral-Based Questions	200
What to Look for in the Candidates You Interview	201
Review Questions.....	203
Review Answers	204
Chapter 36 – Retention.....	205
Learning Objectives	205
Introduction.....	205
The First 90 Days and Beyond.....	205
Set the New Employee Up for Success by Showing What Success Looks Like	206
Keeping Your Great New Hires	207
Review Questions.....	209
Review Answers	210
Chapter 37 – Training and Development.....	211
Learning Objectives	211
Introduction.....	211
Create a System That Motivates Employees to Learn	211
Review Questions.....	214
Review Answers	215
Chapter 38 – Performance Reviews That Make a Difference.....	217
Learning Objectives	217
Introduction.....	217
How Performance Reviews Benefit Your Company	217

Table of Contents

Review Questions.....	220
Review Answers	221
Chapter 39 – Customer Satisfaction Starts with Employee Engagement.....	223
Learning Objectives	223
Introduction.....	223
Have a Process to Regularly Measure Both	223
Review Questions.....	227
Review Answers	228
Chapter 40 – Put a Well-Run Meeting System in Place.....	229
Learning Objectives	229
Introduction.....	229
Why a Large-Group/Small-Group Approach Often Works Best.....	229
How to Facilitate Large-Group Meetings	230
How to Get the Most Out of Small-Group Meetings	231
Review Questions.....	233
Review Answers	234
Chapter 41 – Focus on What <i>Right</i> Looks Like.....	235
Learning Objectives	235
Introduction.....	235
How to Collect and Move Best Practices	235
Review Questions.....	237
Review Answers	238
Glossary.....	239
Index	241