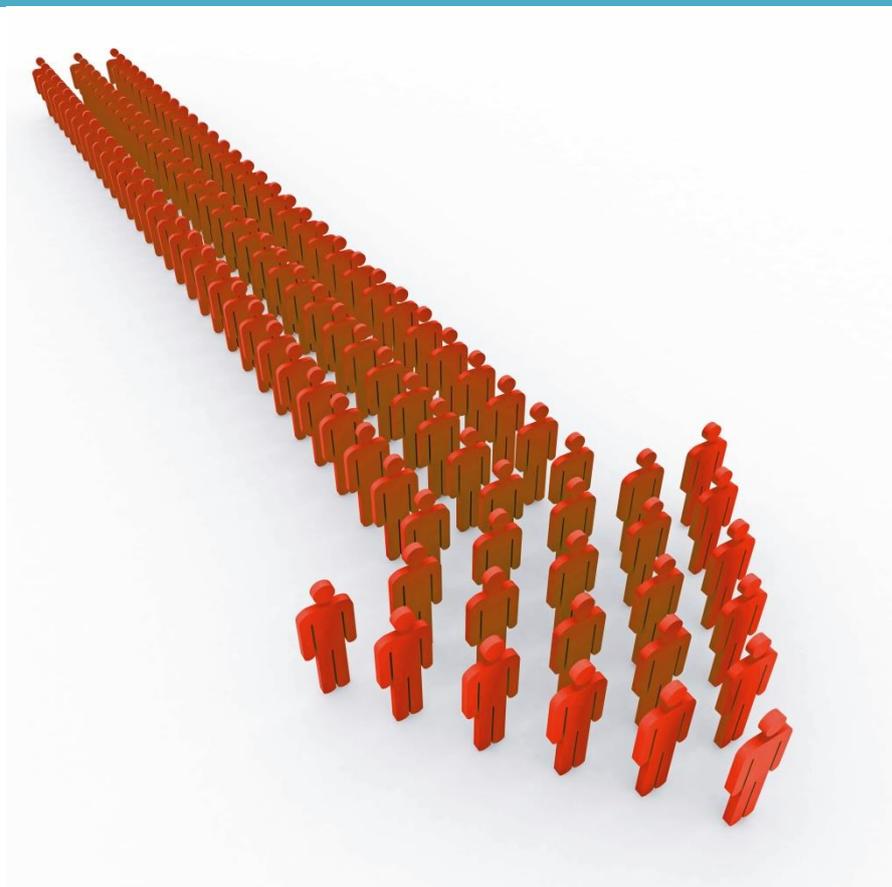


Management and Leadership Questionnaire

>Performance Improvement Tips



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TIPS TO IMPROVE YOUR MANAGEMENT AND LEADERSHIP SKILLS

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Introduction

Practical ideas, tips, and suggestions for learning and development

The purpose of this guide is to give you some practical ideas, tips, and suggestions for learning and development and performance improvement related to the management and leadership competencies measured by the MLQ30 questionnaire.

The guide contains a mixture of reading recommendations and learning and development ideas and suggestions for each of the 30 management and leadership competencies assessed by the questionnaire. There are separate ideas and suggestions for junior, middle, and senior managers.

You will find that each competency-related cluster of ideas and suggestions begins with a reading recommendation. This is very often an article or collection of articles from the Harvard Business Review.

If you are looking at this document on a computer which has access to the internet, clicking on the title of the article or book will take you to the publisher's page where you can find a summary of the document and purchase it.

These reading recommendations and practical tips and suggestions are based on literature reviews, research, and our experience of working with a wide range of organizations in the private and public sectors.

If the suggestions presented for your current level don't seem relevant to your current leadership position and experience, we recommend that you have a look at the ideas and suggestions for the other management levels.

There is a planning template at the end of this booklet to help you plan your development in management and leadership aspects of your job as well as other areas of your life--for example, in your personal relationships and family life, in your leisure time, and in your community.

We will be updating this document at regular intervals so if you have got some practical suggestions and tips based on your experience as a manager and leader, coach or academic, we would like to hear from you.

FIRST LEVEL MANAGER

Strategic and creative thinking

Thinking globally

- 1.1 Read [The New Secrets of CEOs: 200 Global Chief Executives on Leading](#) by Steve Tappin and Andrew Cave.
- 1.2 Look for a position or project that will give you international experience.
- 1.3 Attend a course or conference on how to do business overseas.
- 1.4 Identify colleagues who can coach/advise you on doing business overseas.
- 1.5 Investigate the organization's global market position.

Developing strategy

- 2.1 Read [HBR's 10 Must Reads on Strategy](#). (HBR Paperback Series).
- 2.2 Analyze your area's strengths, weaknesses, opportunities, and threats.
- 2.3 Carry out an analysis of your competitors.
- 2.4 Learn from a mentor/role model who excels in strategy.
- 2.5 Develop a strategy for your whole life, not just your career.

Managing knowledge

- 3.1 Read [The Knowledge-Creating Company](#) by Ikujiro Nonaka and Hirotaka Takeuchi.
- 3.2 Benchmark key aspects of company performance against industry leaders.
- 3.3 Do a course to find out about best practices used today, where knowledge management is headed etc.
- 3.4 Talk to your peers about how they are handling knowledge management.
- 3.5 Introduce systems for identifying and sharing best practice.

Creating and innovating

- 4.1 Read [Six Thinking Hats](#) by Edward De Bono.
- 4.2 Try out creative thinking techniques such as brainstorming with your team.
- 4.3 Attend a course on creativity and innovation.
- 4.4 Exchange thoughts and ideas about how to manage innovation with colleagues.
- 4.5 Create time for you and your team to identify opportunities for innovation.

Managing money

- 5.1 Read [Understanding Finance](#) (HBS Press Book).
- 5.2 Establish which pieces of financial data you need to pay attention to in order to know what shape your business is in.
- 5.3 Take a course to learn how to use income statements, balance sheets, and ROI analysis.
- 5.4 Ask an expert in finance to help you address financial issues and problems.
- 5.5 Discuss with peers what they have learnt about how to manage the money.

FIRST LEVEL MANAGER

Implementing and improving

Implementing strategy

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|-----|---|
| 6.1 | Read Putting the Balanced Scorecard to Work by Robert Kaplan and David Norton. |
| 6.2 | Make sure you have a clear understanding of the strategy by reading strategy documents, speeches by the CEO, reports to shareholders etc. |
| 6.3 | Do a short course on how to use the Balanced Scorecard approach. |
| 6.4 | Identify a mentor who can coach/advise you on strategy execution. |
| 6.5 | Evaluate your willingness to delegate and your delegation skills. |

Improving systems

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| 7.1 | Read Improving Business Processes (HBS Press Book). |
| 7.2 | Discuss and set quality standards with the team. |
| 7.3 | Do a course such as the ASQ online Certified Manager of Quality/Organizational Excellence . |
| 7.4 | Share views and experiences with your coach/mentor and people you network with. |
| 7.5 | Focus on small improvements that produce continual progress. |

Serving customers

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| 8.1 | Read The Four Things a Service Business Must Get Right by Frances Frei. |
| 8.2 | Maintain a database containing customer account history, contacts, interactions, assets etc - for example, salesforce.com. |
| 8.3 | Induct and train new recruits for customer service. |
| 8.4 | Discuss with your mentor how you might develop and implement a customer service strategy. |
| 8.5 | Review regularly with the team how to improve customer satisfaction. |

Analyzing problems

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| 9.1 | Read Competing on Analytics by Thomas Davenport. |
| 9.2 | Commit to using analytics to help develop your strategies and policies. |
| 9.3 | Consider a course to develop your understanding of the theory behind various quantitative methods and the limitations. |
| 9.4 | Ask for advice from someone whose analytical skills you admire. |
| 9.5 | Collect and analyse data to develop a comprehensive understanding of your customers. |

Planning and organizing

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|------|---|
| 10.1 | Read Essentials of Project Management: Business Literacy for HR Professionals (HBS Press Book). |
| 10.2 | Use project management techniques to build the team's operational plans. |
| 10.3 | Book yourself onto a project management training course. |
| 10.4 | Consult colleagues who have managed major projects. |
| 10.5 | Involve stakeholders in the development of project plans and governance arrangements. |

FIRST LEVEL MANAGER

Leading and deciding

Managing talent

- 11.1 Read [HBR's 10 Must Reads on Leadership](#).
- 11.2 Take a hard-headed, analytical approach to the management of people.
- 11.3 Go on a talent management course to improve your skills in recruitment and selection, coaching and mentoring.
- 11.4 Discuss talent management issues with a colleague who has a reputation as a good person to work for.
- 11.5 Be on the constant lookout for talented people to fill key positions.

Motivating people

- 12.1 Read [HBR's 10 Must Reads on Managing People](#) (HBR Paperback Series).
- 12.2 Encourage teamwork and try to make jobs more meaningful, challenging and interesting.
- 12.3 Do a course to increase your understanding of techniques and behaviours that will improve team performance, productivity and satisfaction.
- 12.4 Learn from a colleague who is skilled at getting the best from people.
- 12.5 Do a 360 feedback assessment to find out how other people see you and what it feels like to work for you.

Coaching people

- 13.1 Read [Coaching People: Pocket Mentor Series](#) (HBS Press Book).
- 13.2 Create time for coaching and ask for feedback on your efforts.
- 13.3 Learn about what it takes to be a good coach – for example, the eleven core coaching competencies.
- 13.4 Learn from a colleague or boss who excels in coaching.
- 13.5 Learn to do directive and non-directive coaching and ask your clients to critique your actions.

Managing diversity

- 14.1 Read [Managing Diversity](#) (HNS Press Book).
- 14.2 Talk to colleagues who have managed diversity differences successfully.
- 14.3 Consider attending a workshop on cultural awareness and communication skills.
- 14.4 Talk to colleagues from different cultural backgrounds about the issues.
- 14.5 Ensure that you treat all employees equally and with respect.

Making decisions

- 15.1 Read [Why Bad Decisions Happen to Good Managers](#) (HBR Article Collection).
- 15.2 Develop a structured approach to decision-making based on information gathering, analysis and consultation.
- 15.3 Find out about different decision-making techniques using free videos and skill-building articles at [MindTools.com](#).
- 15.4 Learn from bosses and colleagues whose decision-making skills you admire.
- 15.5 When something large is at stake, insist on getting all the information you need to make a sound decision.

FIRST LEVEL MANAGER

Communicating and presenting

Communicating information

- 16.1 Read [Harvard Business Essentials: Guide to Business Communication](#) (HBS Press Book).
- 16.2 Invest time in providing others with access to information.
- 16.3 Sign up for a course on communication skills.
- 16.4 Observe and learn from colleagues whose communications skills you admire.
- 16.5 Ask your team how good you are at keeping them informed.

Influencing people

- 17.1 Read [Changing Minds: The Art and Science of Changing Our Own and Other People's Minds](#) by Howard Gardner.
- 17.2 Build strong relationships with key people whose support you need.
- 17.3 Go on a negotiating skills training course.
- 17.4 Learn from people whose influencing skills you admire.
- 17.5 Address the priorities and concerns of individuals and groups you are seeking to influence.

Using emotions

- 18.1 Read [What Makes a Leader?](#) by Daniel Goleman.
- 18.2 Learn to read people's expressions and behaviours and think about how your words and actions affect other people.
- 18.3 Do a short course about how emotion affects work performance and relationships in the workplace.
- 18.4 Observe colleagues who handle their own and other people's emotions skilfully.
- 18.5 Ask your team to tell you when you are being insensitive.

Presenting to groups

- 19.1 Read [Guide to Persuasive Presentations](#) by Nick Wreden, John Daly, Isa Engleberg, John Clayton, Kirsten Sandberg, Roly Grimshaw, and Nick Morgan.
- 19.2 Take every opportunity to speak and practice and develop your skills.
- 19.3 Attend a presentation skills course.
- 19.4 Try to make your presentations like good conversations.
- 19.5 Observe and learn from public speakers that you admire.

Writing concisely

- 20.1 Read [HBR Guide to Better Business Writing](#) (HBR Press Book).
- 20.2 Use the company's standard formats/templates for different types of written work.
- 20.3 Attend a business or creative writing course.
- 20.4 Talk to colleagues whose writing you admire about how they write papers, letters, memos etc.
- 20.5 Invite feedback on drafts giving people sufficient time to comment.

FIRST LEVEL MANAGER

Relating and supporting

Building relationships

- 21.1 Read [Making Relationships Work A Conversation with Psychologist John M. Gottman](#) by Diane Coutu (HBR Article).
- 21.2 Identify your key customers and stakeholders and build strong relationships with them.
- 21.3 Consider customer service and relationship building training.
- 21.4 Build and maintain a wide network of contacts relevant to your current position and future career plans.
- 21.5 Talk to peers about how they manage their bosses, customers, and stakeholders.

Listening sensitively

- 22.1 Read [HBR's 10 Must Reads on Communication](#) (HBS Press Book).
- 22.2 Let other people speak first and listen to people's views without interrupting.
- 22.3 Look like you care and ask questions to show that you are interested in what people are saying.
- 22.4 Observe the behaviours of a colleague or boss who demonstrates good communication and listening. skills
- 22.5 Ask team members to tell you when you seem to stop listening.

Establishing trust

- 23.1 Read [Proven Ways to Earn Your Employees' Trust](#) (HBR Blog Network).
- 23.2 Demonstrate genuine concern for people and be straightforward with them.
- 23.3 Learn more about the fields of ethics, governance, corporate responsibility and socially responsible investing at business-ethics.com.
- 23.4 Learn from and talk to other managers who inspire trust to understand what they do.
- 23.5 Be consistent and fair and avoid working through favourites.

Resolving conflict

- 24.1 Read [Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict](#) by William Ury, Jeanne Brett and Stephen Goldberg.
- 24.2 Try to catch conflict upstream and negotiate win-win solutions.
- 24.3 Undergo conflict management training to help manage challenging and emotive situations.
- 24.4 Talk to your mentor and peers about how they manage conflict.
- 24.5 Ask other people how effectively you resolve disagreements and conflict.

Building the team

- 25.1 Read [The Discipline of Teams](#) by Jon Katzenbach and Douglas Smith (HBR Article).
- 25.2 Invest time and effort exploring, shaping, and agreeing on a common purpose and translating it into specific performance goals.
- 25.3 Ensure that every member has an equal amount of real work and everyone contributes in concrete ways to the team's goals.
- 25.4 Set up team-building programs and events.
- 25.5 Talk to your peers about how they manage their teams.

FIRST LEVEL MANAGER

Developing and changing

Displaying initiative

- 26.1 Read [HBR's 10 Must Reads on Managing Yourself](#) (HBR OnPoint Collection).
- 26.2 Demonstrate a sense of urgency for achieving goals and resolving problems.
- 26.3 Talk to your boss and mentor about behaviours that demonstrate drive and initiative.
- 26.4 Act quickly when problems arise or circumstances change.
- 26.5 Review whether your performance is suffering from too much multitasking.

Showing courage

- 27.1 Read [Courage as a Skill](#) by Kathleen K. Reardon (HBR Article).
- 27.2 Learn to take calculated risks.
- 27.3 Do an interactive, action-learning, courage-building workshop.
- 27.4 Talk to your peers about their approach to risk-taking.
- 27.5 Take things in small steps to make steady progress towards a larger goal.

Learning and developing

- 28.1 Read [HBR's 10 Must Reads on Managing Yourself](#) (HBR OnPoint Collection).
- 28.2 Talk to the most important people in your life about what they need from you.
- 28.3 Think about how to improve all aspects of your life.
- 28.4 Review your portfolio of skills and competencies and set goals for improvement activities.
- 28.5 Take incremental steps that move you towards a larger goal.

Managing change

- 29.1 Read [Managing Change](#) (HBS Press Book).
- 29.2 Use change as a catalyst for new ideas, enthusiasm, and progress.
- 29.3 Get your team prepared and ready for change.
- 29.4 Communicate with your team throughout all phases of change and address people's concerns about it.
- 29.5 Talk to peers about how they are handling major change projects.

Adapting and coping

- 30.1 Read [Pull the Plug on Stress](#) by Bruce Cryer, Rollin McCraty, and Doc Childre (HBR Article).
- 30.2 Learn about and practice the freeze-frame technique to manage stress and performance anxiety.
- 30.3 Do a short course on how to develop personal resilience.
- 30.4 Talk to peers about the things they do to manage stress in the job.
- 30.5 Take exercise and keep physically fit.

MIDDLE MANAGER

Strategic and creative thinking

Thinking globally

- 1.1 Read [The New Secrets of CEOs: 200 Global Chief Executives on Leading](#) by Steve Tappin and Andrew Cave.
- 1.2 Find out more about the company's international strategies.
- 1.3 Research business practices in other countries.
- 1.4 Build contacts with colleagues working in other countries.
- 1.5 Investigate the strategies of your competitors in other countries.

Developing strategy

- 2.1 Read [HBR's 10 Must Reads on Strategy](#).
- 2.2 Try out SWOT, value chain, industry, environmental, and scenario analyses.
- 2.3 Analyze the products and services of your competitors.
- 2.4 Exchange thoughts and ideas on strategy with colleagues and stakeholders.
- 2.5 Develop a strategy for your whole life, not just your career.

Managing knowledge

- 3.1 Read [The Knowledge-Creating Company](#) by Ikujiro Nonaka.
- 3.2 Benchmark key aspects of company performance against industry leaders.
- 3.3 Attend conferences and exhibitions to keep abreast of leading edge best practice.
- 3.4 Talk to your peers about how they are handling knowledge management.
- 3.5 Arrange a seminar for the team on the fundamentals of knowledge management.

Creating and innovating

- 4.1 Read [The Silver Lining: An Innovation Playbook for Uncertain Times](#) by Scott Anthony.
- 4.2 Review with the team how successful you have been in implementing new ideas.
- 4.3 Identify innovation opportunities through mapping every step of the job and determining how to improve execution.
- 4.4 Explore the use of the Balanced Scorecard framework to drive the innovation process.
- 4.5 Create time for you and your team to identify opportunities for innovation.

Managing money

- 5.1 Read [HBR Guide to Finance Basics for Managers](#) (HBS Press Book).
- 5.2 Establish which pieces of financial data you need to pay attention to in order to know what shape your business is in.
- 5.3 Take a course in advanced financial management techniques.
- 5.4 Discuss with peers what they have learnt about how to manage the money.
- 5.5 Identify where you would cut costs if efficiencies are needed.

MIDDLE MANAGER

Implementing and improving

Implementing strategy

- 6.1 Read [Leading Change with the Strategy Execution System](#) (Balanced Scorecard Report Article).
- 6.2 Make sure you have a clear understanding of the strategy by reading strategy documents, speeches by the CEO, reports to shareholders etc.
- 6.3 Assess the learning and development that your teams will need to implement the strategy.
- 6.4 Consult and engage key stakeholders in managing execution.
- 6.5 Hold team leaders accountable for managing delivery.

Improving systems

- 7.1 Read [Improving Business Processes](#) (HBS Press Book).
- 7.2 Establish responsibilities within teams for processes as well as outcomes.
- 7.3 Do a course such as the [ASQ online Certified Manager of Quality/Organizational Excellence](#).
- 7.4 Involve stakeholders in redesigning processes.
- 7.5 Identify and adopt best practice from within and outside the company.

Serving customers

- 8.1 Read [Marketing Myopia](#) by Theodore Levitt.
- 8.2 Talk to key customers and stakeholders about their perceptions of your customer service.
- 8.3 Hire, induct, develop, and reward employees with customer service in mind.
- 8.4 List your key customers and summarise what you know about their requirements.
- 8.5 Talk to staff about issues they face in delivering services to customers.

Analyzing problems

- 9.1 Read [Analytics at Work: Smarter Decisions, Better Results](#) by Thomas Davenport, Jeanne Harris and Robert Morison.
- 9.2 Review whether you have the right quantitative data and techniques to do predictive modelling.
- 9.3 Encourage and reward team members for committing to quantitative, fact-based analysis.
- 9.4 Talk to your peers about how they are using analytics to support decision making.
- 9.5 Learn when to run with the numbers and when to run with your instincts and intuition.

Planning and organizing

- 10.1 Read [Project Management: The View from 30,000 Feet](#) (HBR Article Collection).
- 10.2 Break plans into a series of mini rapid results projects each with its own team.
- 10.3 Establish challenging goals and give team members the space to figure out what it takes to achieve these.
- 10.4 Test your project, program and portfolio management knowledge online at www.pmi.org
- 10.5 Talk to other project managers to exchange views and ideas on effective procedures and controls.

MIDDLE MANAGER

Leading and deciding

Managing talent

- 11.1 Read [HBR's 10 Must Reads on Leadership](#).
- 11.2 Take a hard-headed, analytical approach to the management of people.
- 11.3 Review whether that you have the right people in key positions.
- 11.4 Tailor rewards, benefits, and assignments to individual requirements.
- 11.5 Foster a climate that promotes teamwork, collaboration, openness, and friendship.

Motivating people

- 12.1 Read [Motivating People](#) (HBS Press Book).
- 12.2 Take an interest in your team to find out what moves them, gives them satisfaction, makes them feel good etc.
- 12.3 Develop a compelling vision for the team to work to.
- 12.4 Influence people and shape behaviour through rewards and punishments.
- 12.5 Do a 360 feedback assessment to find out how other people see you and what it feels like to work for you.

Coaching people

- 13.1 Read [Coaching People](#) (HBS Press Book).
- 13.2 Take a course in advanced coaching skills.
- 13.3 Integrate development and coaching into team planning and performance management.
- 13.4 Cultivate your own peer-to-peer coaching network.
- 13.5 Ensure coaching integrates personal development and organizational needs.

Managing diversity

- 14.1 Read [Making Diversity A Business Advantage](#) by Andrew Park (HBR Article).
- 14.2 Acknowledge cultural differences among people and recognize the value in those differences.
- 14.3 Encourage open discussion about what identity-group differences mean.
- 14.4 Use diversity to generate a variety of effective ways of working, leading, viewing the market, managing people, and learning.
- 14.5 Value variety of opinion, insight and ideas that come from a diverse workforce.

Making decisions

- 15.1 Read [A Leader's Framework for Decision Making](#) by David Snowden and Mary Boone (HBR Article).
- 15.2 Develop systems for team members to share information.
- 15.3 Use the Cynefin framework to tailor your leadership style according to whether the context is simple, complicated, complex, or chaotic.
- 15.4 Adopt a broad, inclusive approach that considers all methods of improvement and addresses all aspects of the decision process.
- 15.5 Invite feedback from direct reports and peers on your decision making style.

MIDDLE MANAGER

Communicating and presenting

Communicating information

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|------|--|
| 16.1 | Read HBR's 10 Must Reads on Communication (HBS Press Book). |
| 16.2 | Develop a team or project communication plan as part of your operational/business plan. |
| 16.3 | Consider a course in advanced communication skills. |
| 16.4 | Explore with peers how to improve access to information. |
| 16.5 | When you have to deliver bad news, tell people in a straightforward manner what they need to know. |

Influencing people

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|------|--|
| 17.1 | Read Persuading Others (Harvard ManageMentor Online Module). |
| 17.2 | Take time to visit and consult the people you are seeking to influence. |
| 17.3 | Exercise power to reward people who help you and punish people who obstruct you. |
| 17.4 | Ensure that your gestures, expressions and tone of voice match the words being spoken. |
| 17.5 | Ask your peers whether they think you are fighting the right battles. |

Using emotions

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| 18.1 | Read Becoming a Resonant Leader: Develop Your Emotional Intelligence, Renew Your Relationships, Sustain Your Effectiveness by Annie McKee and others (HBS Press Book). |
| 18.2 | Use emotions to facilitate creativity, problem solving, and decision making. |
| 18.3 | Make people feel upbeat and engaged to promote relationships, trust, and collaboration. |
| 18.4 | Help your team to develop greater emotional intelligence. |
| 18.5 | Establish norms in the team for both confrontation and caring behavior. |

Presenting to groups

- | | |
|------|---|
| 19.1 | Read How to Become an Authentic Speaker by Nick Morgan (HBR Article). |
| 19.2 | Take every opportunity to speak and practice and develop your skills. |
| 19.3 | Research your audience and keep your presentations simple. |
| 19.4 | Record yourself giving presentations and review your performance. |
| 19.5 | Take a course in handling the press and media. |

Writing concisely

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| 20.1 | Read the HBR Guide to Better Business Writing (HBS Press Book). |
| 20.2 | Try to make your written communications down-to-earth and conversational. |
| 20.3 | Ensure that stakeholders have the opportunity to influence and comment on drafts. |
| 20.4 | Edit other people's work sensitively and constructively. |
| 20.5 | Identify and act on common critiques in the comments you receive on your written work. |

MIDDLE MANAGER

Relating and supporting

Building relationships

- 21.1 Read [Strategic Alliances: Three Ways to Make Them Work](#) (HBS Press Book).
- 21.2 Make important relationships with customers, employees, suppliers, and investors work-no matter what.
- 21.3 Look for ways to bring out the positive and try to say “yes” as often as possible.
- 21.4 Review the effectiveness of your stakeholder management arrangements.
- 21.5 Address any problems or conflict between team members.

Listening sensitively

- 22.1 Read [Listening Begins at Home](#) (HBR Article).
- 22.2 Set aside time without distractions to listen to people’s views and concerns.
- 22.3 Facilitate team meetings so team members really listen to each other.
- 22.4 Read between the lines to find out meaning that is not necessarily put into spoken words.
- 22.5 Encourage people to express opposing viewpoints and listen to what they have to say.

Establishing trust

- 23.1 Read [Rethinking Trust](#) by Roderick Kramer (HBR Article).
- 23.2 Demonstrate to the team that you are taking their interests into account and trying to accommodate them.
- 23.3 Hold team discussions about ethical issues and challenges so people are clear about what is expected of them.
- 23.4 Try to consistently deliver more than you are asked to do.
- 23.5 Walk the talk by modelling the behaviour you want to see from others.

Resolving conflict

- 24.1 Read [Managing Difficult Interactions](#) (HBS Press Book Pocket Mentor Series).
- 24.2 Encourage team members to resolve issues on their own and preserve relationships.
- 24.3 Promote healthy conflict around the exchange of ideas.
- 24.4 Resolve escalated problems and conflicts constructively and efficiently.
- 24.5 Try to present any disagreements you have with colleagues jointly to your boss.

Building the team

- 25.1 Read [Managing Teams](#) (HBS Press Book).
- 25.2 Hold regular team meetings to discuss the vision, work activities and plans, review performance, celebrate achievement etc.
- 25.3 Create a team environment where members feel safe to express their views and concerns and put forward ideas.
- 25.4 Actively manage learning efforts so that the team has the right blend of technical, interpersonal and problem solving skills.
- 25.5 Ask the team for feedback on your management style and skills.

MIDDLE MANAGER

Developing and changing

Displaying initiative

- 26.1 Read [HBR's 10 Must Reads on Managing Yourself](#) (HBR OnPoint Collection).
- 26.2 Present proposals for change and improvement to your bosses.
- 26.3 Encourage the team to demonstrate a sense of urgency for achieving goals and resolving problems.
- 26.4 Use peers as a sounding board for ideas and proposals for change.
- 26.5 Volunteer for new responsibilities and assignments.

Showing courage

- 27.1 Read [Courage as a Skill](#) by Kathleen K. Reardon (HBR Article).
- 27.2 Assess where your team lies on candour, purpose, will, rigor and risk by taking Your Courage Index™ at courageinstitute.org.
- 27.3 Ask your team whether you have achieved the right balance between being too assertive and not assertive enough.
- 27.4 Be prepared to make the first move and advance on multiple fronts.
- 27.5 Develop contingency plans for risky situations and worst case scenarios.

Learning and developing

- 28.1 Read [Be a Better Leader, Have a Richer Life](#) by Stewart Friedman (HBR Article).
- 28.2 Pursue excellent performance at work, home, and in the community.
- 28.3 Review your portfolio of skills and competencies and set goals for improvement activities.
- 28.4 Invite feedback from bosses, direct reports, peers, and customers.
- 28.5 Support the learning and development of your team and inner circle.

Managing change

- 29.1 Read [The Hard Side of Change Management](#) by Harold Sirkin, Perry Keenan, and Alan Jackson (HBR Article).
- 29.2 Use the DICE framework to assess whether you have addressed the hard side of change management.
- 29.3 Involve stakeholders in developing the change strategy, plans and governance arrangements.
- 29.4 Ensure that you have the visible backing of senior executives for change programmes.
- 29.5 Draw up a detailed change plan with clear transformation stages and targets.

Adapting and coping

- 30.1 Read [Managing Stress](#) (HBS Press Book).
- 30.2 Encourage the team to be composed, relaxed and professional in open work places.
- 30.3 Provide opportunities for the team to relax and unwind.
- 30.4 Watch for the warning signs of extreme stress and depression in your team.
- 30.5 When under pressure, step back, get things in perspective, and if necessary develop a new game plan.

TOP MANAGER

Strategic and creative thinking

Thinking globally

- 1.1 Read [The New Secrets of CEOs: 200 Global Chief Executives on Leading](#) by Steve Tappin and Andrew Cave.
- 1.2 Review and refresh the company's international strategies.
- 1.3 Forecast how international developments and trends will affect the organization's position.
- 1.4 Act as a mentor/coach on how to do business in other countries.
- 1.5 Review the organization's image and reputation in other countries.

Developing strategy

- 2.1 Read [Lords of Strategy: The Secret Intellectual History of the New Corporate World](#) by Walter Kiechel.
- 2.2 Lead a review of strategy covering your side of the business.
- 2.3 Identify and analyse possible future scenarios facing the company.
- 2.4 Use your knowledge and expertise to coach others in strategic thinking.
- 2.5 Assess how much your organization is doing on sustainability and environmental resources.

Managing knowledge

- 3.1 Read [The Knowledge-Creating Company](#) by Ikujiro Nonaka.
- 3.2 Benchmark key aspects of company performance against industry leaders.
- 3.3 Attend conferences and exhibitions to keep abreast of leading edge best practice.
- 3.4 Use your knowledge and expertise to coach others.
- 3.5 Evaluate the effectiveness of your systems for identifying and sharing best practice.

Creating and innovating

- 4.1 Read the [Innovator's Guide to Growth: Putting Disruptive Innovation to Work](#) by Scott Anthony, Mark Johnson, Joseph Sinfield and Elizabeth Altman.
- 4.2 Establish metrics to assess innovation-related activities.
- 4.3 Use the 4 Ps to capture an idea's business model: population, penetration, price, and purchase frequency.
- 4.4 Use your knowledge and expertise in innovation to support and coach others.
- 4.5 Create time for you and your team to identify opportunities for innovation.

Managing money

- 5.1 Read [Clash of the Titans: Managing the Strategy-Finance Tension to Advance Your Organization's Performance \(Balanced Scorecard Report Article\)](#).
- 5.2 Identify how to improve the company's financial performance over the next 6 months.
- 5.3 Review the success of the company's briefings to the financial markets and investors.
- 5.4 Use your financial expertise to coach and mentor others.
- 5.5 Work out how to deal with a reset world of more regulation and greater interface with government.

TOP MANAGER

Implementing and improving

Implementing strategy

- 6.1 Read The Execution Premium: Linking Strategy to Operations for Competitive Advantage by Robert Kaplan and David Norton.
- 6.2 Ensure that your managers have a clear understanding of the strategy and access to strategy documents, speeches by the CEO, reports to shareholders etc.
- 6.3 Develop a strategic plan that is simple, clear, and focused and review your progress continually.
- 6.4 Review whether changes to decision rights, information flows, motivators, and changes to structure are needed.
- 6.5 Use your knowledge and expertise to support and coach others in managing execution.

Improving systems

- 7.1 Read Executing for Results (HBS Press Book).
- 7.2 Consider how to redefine jobs, design training, and adapt reward systems to focus on processes as well as outcomes.
- 7.3 Make managers responsible for overseeing processes rather than activities.
- 7.4 Use your knowledge and expertise to coach others on how to improve quality and systems.
- 7.5 Establish metrics to measure cross-functional process performance.

Serving customers

- 8.1 Read Employees First, Customers Second: Turning Conventional Management Upside Down by Vineet Nayar.
- 8.2 Review your customer service offering, how much it costs, your employees' capability, and how customers are involved.
- 8.3 Take a fresh look at whether you have the right balance between technology and human contact.
- 8.4 Use your knowledge and expertise to coach and develop others in customer service.
- 8.5 Research future customer needs and how you intend to meet them.

Analyzing problems

- 9.1 Read Analytics at Work: Smarter Decisions, Better Results by Thomas Davenport, Jeanne Harris and Robert Morison.
- 9.2 Hire employees for their expertise with numbers and arm them with the best quantitative tools.
- 9.3 Raise the visibility of analytical and data-based decision making within the organization.
- 9.4 Use your knowledge and expertise to coach and support others in analytics.
- 9.5 Consider how you would handle investors, the community and the media if the company faced a major problem.

Planning and organizing

- 10.1 Read Strategic Intent by Gary Hamel and C.K. Prahalad (HBS Press Book).
- 10.2 Identify the lessons learned from recent key projects.
- 10.3 Identify how to streamline and improve the organization's approach to planning and project management.
- 10.4 Use your knowledge and expertise to coach others in planning and project management.
- 10.5 Be prepared to question collective beliefs and pull the plug on bad projects before they fail.

TOP MANAGER

Leading and deciding

Managing talent

- 11.1 Read [HBR's 10 Must Reads on Leadership](#) (HBR Paperback Series).
- 11.2 Take a hard-headed, analytical approach to the management of people.
- 11.3 Do an honest assessment of how long you would like particular people to stay on board.
- 11.4 Use your knowledge and expertise to coach and support others in managing people.
- 11.5 Look at redesigning jobs to improve retention rates.

Motivating people

- 12.1 Read [Level 5 Leadership](#) by Jim Collins.
- 12.2 Be visible and accessible by visiting different parts of the organization, leading conferences and events etc.
- 12.3 Review whether the company's HR policies reflect the latest thinking on employee motivation.
- 12.4 Use your knowledge and expertise to coach and support others in employee motivation.
- 12.5 Commission a 360 survey to find out how people see the leadership team and what it feels like to work for you.

Coaching people

- 13.1 Read [What Can Coaches Do for You?](#) by Diane Coutu and Carol Kauffman (HBR Article).
- 13.2 Evaluate the use and effectiveness of coaching in your organization.
- 13.3 Lead or participate in coaching courses/events to help create a culture of coaching.
- 13.4 Use your knowledge and expertise to help others develop coaching skills.
- 13.5 Focus coaching efforts on how to help people produce better business results for the company.

Managing diversity

- 14.1 Read up about successful diversity-management practices at diversityinc.com.
- 14.2 Review how effectively diversity management practices are embedded in the organization.
- 14.3 Lead the implementation of and champion diversity management practices.
- 14.4 Use your knowledge and expertise to coach other managers in diversity management.
- 14.5 Promote the message that a more diverse workforce increases organizational effectiveness.

Making decisions

- 15.1 Read [The Decision-Driven Organization](#) by Marcia Blenko, Michael Mankins, and Paul Rogers.
- 15.2 Think about how to reorganize the structure of your business unit around decisions.
- 15.3 Assess whether you need to institutionalise decision making procedures, responsibilities and accountabilities.
- 15.4 Use your knowledge and expertise to coach and help develop other people in strategic decision making.
- 15.5 Carry out "look backs" on major decisions by the leadership team assessing outcomes and how to improve the process.

TOP MANAGER

Communicating and presenting

Communicating information

- 16.1 Read [Communicating for Success Collection 6th Edition](#) (HBR Special Collections).
- 16.2 Evaluate the effectiveness of the organization's communication systems.
- 16.3 Review the effectiveness of your communications arrangements with stakeholders.
- 16.4 Use your knowledge and expertise in communications to coach others.
- 16.5 Consider whether you have struck the right balance between confidence and humility.

Influencing people

- 17.1 Read [Power of Persuasion Collection](#) (HBR Special Collections).
- 17.2 Use stories to help connect with people and get them to act on your ideas.
- 17.3 Gather influential people together to help form policy and strategy.
- 17.4 Use your knowledge and expertise to coach other people in the art of persuasion.
- 17.5 Walk the talk to inspire others to support and follow you.

Using emotions

- 18.1 Read [The Leading Teams with Emotional Intelligence Collection](#) (HBR Special Collections).
- 18.2 Champion the development of emotional competence in the organization.
- 18.3 Create conditions where people can excel by becoming attuned to the needs and dreams of the people you lead.
- 18.4 Use your knowledge and expertise to coach others in emotional competencies.
- 18.5 Ensure that people's feelings and emotions are addressed in change projects.

Presenting to groups

- 19.1 Read [Telling Tales](#) by Stephen Denning (HBR Article).
- 19.2 Give your presentations without PowerPoint to stand out from the crowd.
- 19.3 Use your expertise to help others develop their public speaking skills.
- 19.4 Use stories to show your personality and help people envision what you are proposing.
- 19.5 Prepare carefully for press interviews.

Writing concisely

- 20.1 Read [Revaluing Writing](#) by Jack Shulman (HBR Article).
- 20.2 Review the effectiveness of the organization's written communications with customers and stakeholders.
- 20.3 Use writers as a strategic asset and involve them early.
- 20.4 Use your expertise to help others develop their written communication skills.
- 20.5 Review and improve the organization's standard formats/templates for written products.

TOP MANAGER

Relating and supporting

Building relationships

- 21.1 Read Loyalty Rules!: How Today's Leaders Build Lasting Relationships by Frederick Reichheld (HBS Press Book).
- 21.2 Review the quality of relationships between members of the leadership team.
- 21.3 Assess whether your company has genuine, open and collaborative relationships with its consumers.
- 21.4 Assess whether you have Japanese style partnering arrangements with your suppliers.
- 21.5 Use your skills and expertise to help others develop their relationship management skills.

Listening sensitively

- 22.1 Read The Best Advice I Ever Got: Maureen Chiquet, Global CEO, Chanel by Daisy Wademan Dowling (HBR Article).
- 22.2 Obtain feedback on whether people think the leadership team listens to their views and concerns.
- 22.3 Spend time visiting different parts of the business and listening to what employees say.
- 22.4 Use your expertise to help other people develop their listening skills.
- 22.5 Actively seek employee feedback and to listen to the feelings and gossip in the organization.

Establishing trust

- 23.1 Read Ethics for the Real World: Creating a Personal Code to Guide Decisions in Work and Life (HBS Press Book).
- 23.2 Find out whether employees trust and have confidence in the leadership team.
- 23.3 Review the organization's corporate governance arrangements.
- 23.4 Use your expertise to coach others in how to inspire trust.
- 23.5 Assess whether employees view the company's processes as fair and consistent.

Resolving conflict

- 24.1 Read Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler.
- 24.2 Minimise any unhealthy conflict in the leadership team.
- 24.3 Invite employees to comment on how effectively the leadership team handles conflict and disagreement.
- 24.4 Use your expertise to coach others in how to manage disagreement and conflict.
- 24.5 Establish a systematic method for executives and teams to work through differences.

Building the team

- 25.1 Read Senior Leadership Teams: What it Takes to Make Them Great (HBS Press Book).
- 25.2 Worry about company performance and the kinds of teams that can deliver it.
- 25.3 Spend time with individual teams discussing your expectations of their purpose and goals.
- 25.4 Help project teams get the necessary cooperation by opening doors and dealing with political obstacles.
- 25.5 Use your team building skills to support and coach others.

TOP MANAGER

Developing and changing

Displaying initiative

- 26.1 Read [HBR's 10 Must Reads on Managing Yourself](#) (HBR OnPoint Collection).
- 26.2 Encourage the people you are responsible for to take the initiative and be proactive and inventive.
- 26.3 Consider how the organization could make a greater contribution to the community.
- 26.4 Identify potential candidates for additional responsibilities and assignments.
- 26.5 Coach and mentor others in the behaviours that demonstrate enterprise and resourcefulness.

Showing courage

- 27.1 Read [Leading Through a Crisis](#) (HBS Blog Network).
- 27.2 Encourage your managers to challenge each other and sharpen individual and collective thinking.
- 27.3 Assess whether the organizational climate is conducive to calculated risk-taking.
- 27.4 Coach and mentor others in intelligent risk taking.
- 27.5 Continue to take bold moves and calculated risks in order to make things better.

Learning and developing

- 28.1 Read [Be a Better Leader, Have a Richer Life](#) by Stewart Friedman (HBR Article).
- 28.2 Review the organization's learning and development policies.
- 28.3 Encourage your managers to clarify what's important to them and act with integrity and creativity.
- 28.4 Use your expertise to coach others in how to lead in all parts of their lives.
- 28.5 Continue to think about how to be a better leader and have a richer life.

Managing change

- 29.1 Read [John Kotter Classics Set](#) (HBR Special Collections).
- 29.2 Evaluate recent change projects use the DICE framework and identify the lessons learned.
- 29.3 Develop and promote executives who take calculated risks, deliver results, and lead in the face of uncertainty.
- 29.4 Use your expertise to support and coach others in managing change and supporting change leadership.
- 29.5 Be prepared to free up your best managers to lead key projects.

Adapting and coping

- 30.1 Read [What to Ask the Person in the Mirror](#) by Robert Kaplan (HBR Article).
- 30.2 Watch for the warning signs of extreme stress and depression in your managers.
- 30.3 Assess whether the organization has the right HR policies to combat stress.
- 30.4 Coach others in how to handle pressure and stress.
- 30.5 Step back regularly and ask yourself how you are performing and what you may need to do differently

PERSONAL DEVELOPMENT PLAN

Life Dimension	Strategy/Goal	Learning Activity	Timeline	Review Notes
Management and Leadership Skills				
Strategic and creative thinking				
Implementing and improving				
Leading and deciding				
Communicating and presenting				
Relating and supporting				

Life Dimension	Strategy/Goal	Learning Activity	Timeline	Review Notes
Developing and changing				
Sport and physical fitness				
Family and relationships				
Leisure				
Community				