

Contents

Keep *The Everyday Leader* handy for ongoing use. Review the chapter titles to go directly to what you need when you need it.

1 **Introduction: Framing the Conversation**
The emergence of *The Everyday Leader*: What, who, why and how to use it

15 **Part One: Know the Work Environment for Leading Others**

17 **Chapter 1. Facing the Leadership Facts:**
On success, failure, impact; hear interviewees' voices

26 **Chapter 2. Common Leadership Ascension Patterns:** The patterns; readiness habits; common, costly and correctable derailment triggers

38 **Chapter 3. Leading in the 21st Century, Different from Yesteryears:** What's changed?, bossing—relic of the past, cross-generational commonalities, essentialness of “people” skills, sharpening 21st Century competencies

49 **Chapter 4. The High-performance Work Environment:** Leader's influence on staff success (and failure), features of a quality performance environment, fine-tune the work culture for best results

61 Part Two: Know and Grow Yourself

- 63 **Chapter 5. Considerations for Your Launch into Leadership:** Prepare your mind, plan a robust transition strategy, learn *and* unlearn for the new job
- 81 **Chapter 6. Know Yourself, Style and Strengths:** Prioritize self-awareness; uncover your strengths, style and competencies; build your inner-resources; put your self-knowledge to use
- 99 **Chapter 7: Know Yourself: Mindset and Beliefs:** two mindsets, clarifying your “people beliefs, effect of well-being on mindset, revitalize your mindset
- 115 **Chapter 8: Grow Yourself to Grow Your People.** Using (not abusing) leader *power*, growth strategies: build your support network, engage your strengths, attend to blind spots, enhance emotional intelligence, align your leadership presence, execute a learning plan
- 145 **Chapter 9. Build a Synergistic, High Achievement Team:** What is a work team and its stages?, essential attributes of a synergistic team, strategies for developing the team: composition, chartering; lead better meetings

167 Part Three. Know and Grow Your People, *Five Keys to Help You*

- 170 **Chapter 10. The Lead Key.** Making time to lead your people, inspiring with vision and strategy, leading culture and systems change, establishing priorities, communicating adeptly

- 190 **Chapter 11. The Connect Key:** Better ways to connect with your direct reports; discover their gifts, talents and preferences; watch for “people” biases and compromising connections
- 202 **Chapter 12. The Coach Key:** Benefits of coaching-style; readiness, skills and making space; a uncomplicated coaching framework; shifting from *telling to asking*; the art of effective feedback
- 230 **Chapter 13: The Develop Key:** Unlock and grow talents, range of development options, embed learning in meetings and offsites, delegating for growth, support wellbeing practices
- 245 **Chapter 14: The Perform Key:** Clarify and align performance, cadence of goal check-ins, better recognition practices, better appraisal meetings, performance-based transitions up, over or out.
- 259 **Wrap Up: Ongoing Leading, Ongoing Growth**

261 **Appendix: Grow Your Toolkit**

Five more adaptable tools: Leader 360° feedback questionnaire sample, Common leader coaching topics, Four-quadrants: Better time allocation, One-on-one direct report coaching meeting guide, Tips for transformational off-sites

- 275 **About the author and acknowledgements**

Real stories are dispersed through the book to help make the content come alive for you. Names have been omitted or changed, except where specific permission was given.

Visuals: Charts, Models, Key Concepts

	<i>Page</i>
1. Leadership Fact Sheet	18
2. Compared: Most and Least Effective Leaders	20
3. Typical Causes of Leader Derailment	35
4. Compared: Leading Yesterday and Today	42
5. Sample Leader Competency Model	47
6. Key Factors for Quality Work Performance	50
7. Enhance Your Work Environment, Checklist	58
8. Seven Areas for a Great New Leader Launch	70
9. Prepare to Succeed Workplan	80
10. Behavioral Style Activity	91
11. Summary of My Leader Strengths, Style, Skills	93
12. Two Mindset Model and You, Activity	104
13. Explore Your “People” Beliefs	109
14. Boss vs Coaching Leader Style	113
15. Impact on My Direct Reports Worksheet	121
16. Right People Network Assessment	124
17. Leverage Inner Resources Checklist	129
18. Personal SWOT Activity	132
19. E.Q. for Leaders: A Model	135
20. Leadership Presence: A Look	139
21. Leader Learning Plan Worksheet	142
22. Common Team Stages and Types	150
23. Assess: High-Achieving Team Characteristics	153
24. Team Composition Needs	158
25. Team Charter Sample Worksheet	162
26. Individual Expert to Leader of Others	175
27. Advocacy and Inquiry Skills	188
28. Quality Communication Checklist	190
29. Plan to Connect with My Direct Reports	203
30. A Leader-Coach Framework	213
31. Four Roles of a Coaching-style Leader	219
32. 30 Powerful Coaching Questions	223
33. Feedback Beliefs Questionnaire	227
34. Options for Developing Your People	233
35. Plan My Team’s Development	235
36. Better Meetings, Tips	237
37. Effective Delegation Process	242
38. Goal Setting for Direct Reports, Preparation	251