

CONTENTS

Foreword	xi
Our Cast	xvi
Why Am I Leading?	1
Choosing to lead	2
Leading with Values	5
Setting Leadership Goals	7
My Personal Leadership Statement	9
Boundaries	10
Reasons to Not Accept a Leadership Role	12
Further Reading	15
If I'm Leading, Who Is Following?	17
Followership	18
Credibility	22
Engagement	24
Further Reading	33
Didn't They Tell You That You're Chairing the Meeting?	35
Planning the Meeting	37
Running the Meeting	45
After the Meeting	49
Before the Next Meeting	49
Virtual Meetings	50
Handling Poor Meeting Behaviour	52
Further Reading	58

How Do I Get Other People to Do Stuff?	60	I Don't Have Time for This!	148
Knowing What Not to Delegate	62	The Experience of Time	150
Making the Ask	63	When Is the Best Time?	151
Motivating Others	65	Deciding Urgency and Importance	154
The Technical Process of Delegation	68	Being Accountable about Time	156
Further Reading	74	Email: The New Thief of Time	160
		Further Reading	164
We Need to Talk	76	Is It Just Me, or Is There Something Burning?	167
Stories, Models, and Maps	77	Burnout: History and Meaning	169
Bias and Prejudice – The Dark Side of Mental Models	82	The Moral Injury Debate	171
Setting the Stage	83	Resilience and Burnout	173
Prepare for Emotion, Yours and Theirs	86	Organizational Strategies to Reduce Burnout	174
Ground Rules for a Conversation	90	Individual Strategies to Reduce Burnout	179
The Art of the Question	93	Further Reading	189
Structuring a Conversation	96		
Further Reading	106	When Do I Get to Change the World?	192
		Picking the Target	194
Of Course, You Realize This Means War!	109	People and Innovation	198
About Conflict	110	Power and Innovation	203
Knowing Your Own Conflict Preference	113	Planning for Innovation	208
Conflict and Psychological Safety	116	Further Reading	219
Conflict and Shame	118		
Conflict Management Techniques	121	Last Word	220
Negotiation and Conflict	126		
Further Reading	131	Acknowledgements	223
If There Is No “I” in Team, What Am I Doing Here?	133	Index	225
The Natural History of Teams	134		
Leading a Forming Team: Defining Tasks and Roles	135		
Leading a Storming Team: Building Trust	139		
Leading a Norming Team: Building Confidence	142		
Leading a Performing Team: Building Excellence	142		
Leading an Evolving Team: Adapting to Change	143		
Further Reading	147		