
TABLE OF CONTENTS

Introduction: The Race Is On	1
Brilliant on the Basics	1
The Seven Responsibilities of Leadership	2
Each Crisis Contains an Opportunity	4
Introduction: Test Your Knowledge	5
Introduction: Solution and Suggested Responses	7
Chapter 1: The Heart of a Leader	9
Follow the Rules	9
Leadership Requires Character	10
The Seven Qualities of Leadership	10
You Become What You Think About	18
Chapter 1: Test Your Knowledge	21
Chapter 1: Solutions and Suggested Responses	23
Chapter 2: Leaders Know Themselves	25
Chapter 2: Test Your Knowledge	37
Chapter 3: Counterattack! Business Lessons from Military Strategy	39
Military Principles of Strategy	39
The Great Law	55
Chapter 3: Test Your Knowledge	57
Chapter 3: Solutions and Suggested Responses	59
Chapter 4: Masterful Management!	61
The Seven Roles of the Manager	61
The Seven Determinants of Business Success	69
Competence Is at the Heart of Success	75
Chapter 4: Test Your Knowledge	77
Chapter 4: Solutions and Suggested Responses	79
Chapter 5: Hire and Keep the Best People	83
Select the Right People	83
Think the Job Through	85
Find Suitable Candidates	86
Interview Effectively	87
Select Properly	89
Negotiate the Right Salary	90
Start Them Off Right	90
Two Common Problems	91
Improve Performance Professionally	92
Assume the Best of Intentions	93
Satisfy Their Key Needs	93

Create a Great Place to Work	95
Help People Learn and Grow	96
Continually Focus on the Person	96
Hire the Best People	97
Chapter 5: Test Your Knowledge	99
Chapter 5: Solutions and Suggested Responses	101
Chapter 6: Building Winning Teams	103
Room for Improvement	103
Competence and Commitment	104
Four Motivation Factors	104
The Dynamics of Top Teams	105
Four Stages of Team Performance	108
Managing Your Team	108
Resolve Conflict Among Team Members	108
Qualities of Top Sports Teams	109
Chapter 6: Test Your Knowledge	111
Chapter 6: Solutions and Suggested Responses	113
Chapter 7: Problem Solving and Decision Making	115
The Three Qualities of Genius	115
Are You Sure There Is a Problem?	116
Systematic Problem Solving Method	116
Creative Thinking	118
You Could Be Wrong	121
What Is the Problem?	121
Making the Best Decision	122
The Disaster Report	123
Set Standards for Success	124
Help Your Staff Make Decisions	124
Learn from Every Situation	124
Chapter 7: Test Your Knowledge	127
Chapter 7: Solutions and Suggested Responses	129
Chapter 8: Communicate With Power	131
Aristotle's Rhetoric: The Three Parts of Any Communication	131
Four Keys to Persuasion	132
Look the Part	133
Preparation Is the Mark of the Professional	133
Your Emotional Intelligence	133
Your Persuasive Abilities	134
Make Them Feel Important	134
Be Sincere	136
The Words You Use: Three Communication Tools for Success	136
Five Keys to an Effective Presentation	137
The Traditional Speech Outline	137

Remember the Expediency Principle	137
Chapter 8: Test Your Knowledge	139
Chapter 8: Solutions and Suggested Responses	141
Chapter 9: The Leader's Questionnaire	143
Chapter 9: Test Your Knowledge	161
Chapter 10: Simplify Your Life	163
Determine Your True Values	163
Decide Exactly What You Want	163
Get Your Life in Balance	164
Reinvent Yourself Regularly	166
Set Priorities on Everything You Do	166
Plan Your Time In Advance	167
Delegate Everything Possible	168
Focus on Higher-Value Tasks	168
Focus on Every Job	168
Reduce Your Paperwork	169
Choose Quiet	169
Put Your Relationships First	169
Take Excellent Care of Your Physical Health	170
Practice Solitude Daily	170
Summary	170
Chapter 10: Test Your Knowledge	171
Chapter 10: Solutions and Suggested Responses	173
Glossary	175
Index	177
Final Exam Copy	179