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Mind Tools for Managers: 100 Ways to Be a Better Boss Research Methodology and Results. More than 15,000 managers across the world contributed to Mind Tools for Managers: 100 Ways to Be a Better Boss. They provided us with their views on the most important tools and techniques in each area of management, and this helped us to make the final selections that appear in the book.

Mind Tools for Managers Survey Results

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"This book helps new and experienced leaders develop the skills they need to be more effective in everything they do. It brings together the 100 most important leadership skills--as voted for by 15,000 managers and professionals worldwide--into a single volume, providing an easy-access solutions manual for people wanting to be the best manager they can be. Each chapter details a related group of skills, providing links to additional resources as needed, plus the tools you need to put ideas into practice. Read beginning-to-end, this guide provides a crash course on the essential skills of any effective manager; used as a reference, its clear organization allows you to find the solution you need quickly and easily"--

The manager's must-have guide to excelling in all aspects of the job Mind Tools for Managers helps new and experienced leaders develop the skills they need to be more effective in everything they do. It brings together the 100 most important leadership skills—as voted for by 15,000 managers and professionals worldwide—into a single volume, providing an easy-access solutions manual for people wanting to be the best manager they can be. Each chapter details a related group of skills, providing links to additional resources as needed, plus the tools you need to put ideas into practice. Read beginning-to-end, this guide provides a crash course on the essential skills of any effective manager; used as a reference, its clear organization allows you to find the solution you need quickly and easily. Success in a leadership position comes from results, and results come from the effective coordination of often competing needs: your organization, your client, your team, and your

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projects. These all demand time, attention, and energy, and keeping everything running smoothly while making the important decisions is a lot to handle. This book shows you how to manage it all, and manage it well, with practical wisdom and expert guidance. Build your ideal team and keep them motivated Make better decisions and boost your strategy game Manage both time and stress to get more done with less Master effective communication, facilitate innovation, and much more Managers wear many hats and often operate under a tremendously diverse set of job duties. Delegation, prioritization, strategy, decision making, communication, problem solving, creativity, time management, project management and stress management are all part of your domain. Mind Tools for Managers helps you take control and get the best out of your team, your time, and yourself.

An employee's-eye view of what makes a great boss—and how you can become one Whereas most books on managing people approach the subject from the perspective of a manager of an idealised organisation, *Becoming a Better Boss* takes a real-world approach, looking at the topic from the perspective of an employee in a real-world organisation—dysfunctions, warts, and all. Focusing on the choices individual employees make every day in getting work done, this book reinvents the practice of management one employee at a time. Author Julian Birkinshaw stresses the importance of taking management seriously, reveals where management

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practice often goes wrong, and dives deeply into the worldview of employees. He then explores the common personal biases and frailties of managers and discusses the vital importance of experimentation to overcome the limitations and idiosyncrasies of a particular organisation. Throughout, he supports his assertions with case studies from a wide and varying range of management experiments and situations at real companies. Written by a leading authority on strategy, management, and innovation who is also the author of eleven books, including *Reinventing Management* Introduces a new approach to management focused on real employees and actual situations Includes case studies from real organisations Between the stress of deadlines and the demands of today's business environment, it's easy for managers to lose sight of the importance of people management. *Becoming a Better Boss* not only shows managers how to lead effectively, but why doing so is vitally important to every organisation's success.

What if workforce diversity is more than simply the right thing to do in order to make society more integrated and just? What if diversity can also improve the bottom line of businesses and other organizations facing complex challenges in the knowledge economy? It can. And *The Diversity Bonus* shows how and why. Scott Page, a leading thinker, writer, and speaker whose ideas and advice are sought after by corporations, nonprofits, universities, and governments around the world, makes a clear

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and compellingly pragmatic case for diversity and inclusion. He presents overwhelming evidence that teams that include different kinds of thinkers outperform homogenous groups on complex tasks, producing what he calls "diversity bonuses." These bonuses include improved problem solving, increased innovation, and more accurate predictions--all of which lead to better performance and results. Page shows that various types of cognitive diversity--differences in how people perceive, encode, analyze, and organize the same information and experiences--are linked to better outcomes. He then describes how these cognitive differences are influenced by other kinds of diversity, including racial and gender differences--in other words, identity diversity. Identity diversity, therefore, can also produce bonuses. Drawing on research in economics, psychology, computer science, and many other fields, The Diversity Bonus also tells the stories of people and organizations that have tapped the power of diversity to solve complex problems. And the book includes a challenging response from Katherine Phillips of the Columbia Business School. The result changes the way we think about diversity in the workplace--and far beyond it.

This book examines volatility, uncertainty, complexity and ambiguity (VUCA) and addresses the need for broader knowledge and application of new concepts and frameworks to deal with unpredictable and rapid changing situations. The premises of VUCA can shape all aspects of an organization. To cover all areas, the book is divided into six sections. Section 1 acts as an introduction to VUCA and complexity. It reviews ways

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to manage complexity, while providing examples for tools and approaches that can be applied. The main focus of Section 2 is on leadership, strategy and planning. The chapters in this section create new approaches to handle VUCA environments pertaining to these areas including using the Tetralemma logics, tools from systemic structural constellation (SySt) approach of psychotherapy and organizational development, to provide new ideas for the management of large strategic programs in organizations. Section 3 considers how marketing and sales are affected by VUCA, from social media's influence to customer value management. Operations and cost management are highlighted in Section 4. This section covers VUCA challenges within global supply chains and decision-oriented controlling. In Section 5 organizational structure and process management are showcased, while Section 6 is dedicated to addressing the effects of VUCA in IT, technology and data management. The VUCA forces present businesses with the need to move from linear modes of thought to problem solving with synthetic and simultaneous thinking. This book should help to provide some starting points and ideas to deal with the next era. It should not be understood as the end of the road, but as the beginning of a journey exploring and developing new concepts for a new way of management.

25 Need-to-Know MBA Models provides easy access to the most useful models, tools and concepts that are covered on MBA programmes. Whether you are a student about to embark on an MBA or a manager who wants to understand the ideas taught, this guide

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will help you to get ahead. Covering 25 key models that have been picked from programmes around the world, 25 Need-to-Know MBA Models cuts through the jargon to give you the core information on each model: what it is, when to use it, how to use it with key practical tips. Want new ways of looking at old problems? Need a range of management decision-making tools at your fingertips? Only want what you need to know, rather than reams of theory? Includes 10 handy dos and don'ts of using MBA models With indispensable models that will help you make the most out of every business opportunity, this book tells you what you need to know, fast.

We're all selling something every day, whether at work or closer to home. But with advanced technology and mass competition, it's never been harder to capture people's attention. That's why we need to develop our sales mind: mastering our innate selling skills will help us cut through the noise in any situation. Drawing on the wisdom of psychology, mindfulness and cultural history, as well as a lifetime in sales, Helen Kensett has created 48 beautifully illustrated tools to help you: - become more focused, and develop a more mindful approach - gather crucial knowledge about your buyer, market and what you're selling - identify and communicate clearly the key aspects of your pitch - up your creativity, generate the best ideas and close the deal. From quick tricks for getting focused to simple skills like writing killer emails, Sales Mind is full of practical tools, real world tips and psychological insights to help you improve your selling at every step.

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#1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They

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link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

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