



Contents

Who gets called to accidental leadership? Just about anyone

INTRODUCTION: What's an Accidental Leader? xiii

Part One: Managing Oneself

Three ways to cope with leader's anxiety

1 Coming to Terms with Responsibility 3

Three steps to establish where you are—and where you need to be

2 The First Day 13

Seven things you need to learn about your team members and they need to know about you—and two warnings

3 Meeting the Team 21

Ten ways to feel better about your leadership

4 Deciding What Kind of Leader to Be 25

Eight things you can do to negotiate your own learning curve

5 Becoming a Quick Study 39

Four tough questions you need to ask yourself

6 The Perfect Person for the Job 45

Part Two: Managing the Technical Side

Five things to spend at least a week learning about

7 What They Expect You to Know, and What You'd Better Figure Out on Your Own 53

Five measures of planning success

8 Planning to Succeed 59

Six stages of bringing an idea to completion

9 How a Little Orderliness Can Extend Your Shelf Life 69

Nine things you can do to bring people into your circle

10 Who You Can Turn To 77

Seven ways to get out of the box, and stay out

11 Set Fire to Your Credenza 83

Six ways to create a learning environment

12 Leading by Learning 87

Part Three: Managing People

Six things to remember when your team is hovering on the brink of dysfunction

13 Living with Teams 95

Five rules for successful succession

14 Packing Up Your Predecessor 101

Seven truths about effective team process

15 The Right (and Wrong) Way to Make Up Your Mind 105

- Ten el-cheapo ways to motivate people
16 Motivating People 111
- Five ways to effect change in the face of resistance
17 Locating the Levers of Change 119
- Nine ways to break an ice-jam in negotiations
18 Learning to Negotiate 125
- Four kinds of people, and how to work with each
19 Dealing with Other People 131
- Three ways to give people information so it is real to them
20 How to Give Feedback 137
- Three ways to make empowerment work—and make your team bless you
21 Set Limits to Freedom 147
- Five rules for dealing with conflict
22 The Importance of Being Frank 151
- Five broad characterizations of the working generations
23 Bridging the Age Gap 157
- Four of the worst and six of the best ways to communicate bad news
24 How to Discipline and Fire 163
- Nine parting shots of managerial wisdom
25 Confession and Conclusion 169
- APPENDIX: Best Books 175
- ACKNOWLEDGMENTS 177
- THE AUTHORS 179
- INDEX 181