

# The LEADING-EDGE MANAGER'S GUIDE to SUCCESS



Strategies  
*and*  
Better Practices



*with* **WEBSITE**

DAVID PARMENTER

# The Leading-Edge Manager's Guide to Success

*Strategies and Better Practices*

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**Using Part One: Selecting the Mountain and Your Guides** It helps to have an idea of what you want to achieve—otherwise, as Lewis Carroll said, “Any road will take you there.” If you want to climb Mount Everest, you will obviously need a high degree of skill and preparation on all types of challenging terrain. If you want to be a CEO of a major corporation, you will likewise need to have that vision early on and carefully map your career moves to ensure you are gaining the requisite skills.

All successful mountaineers need to select their guides carefully. These guides in the business world are your mentors. Your mentors will help prepare you for the challenges ahead and save you from falling into the crevasses. Mountaineers carefully pack their rucksack. They cannot afford to carry excess baggage as this would limit their chances of success. This section of the book will help you; minimize your own personal baggage, find you mentor(s), spur you on to find your vision, and assist you to find the right organization to work for.

**Using Part Two: Getting Prepared for Management** Many of us embark on management with limited knowledge and skills, having at best read a collection of management books and attended a management training course some five or six years ago. For various reasons, the building blocks are not complete. This section of the book is aimed at providing the missing building blocks to give you a sound basis for summiting the management mountain. It covers creating winning personal habits and developing winning work habits.

**Using Part Three: Being a Better Manager** This part covers those skills and experiences you need to have in order to move onward and upward. It covers creating improved team performance, better recruiting, becoming more financially aware, developing your selling skills, and working smart with the outside world.

**Using Part Four: Being a Leader Who Makes a Difference** This part covers those skills and experiences you need to have gained in order to successfully reach the top of the mountain (become the CEO) and return safely, ready for the next mountain. It covers understanding how Key Performance Indicators (KPIs) can transform your organization, reporting performance measures in a balanced way, finding your organization’s *critical success factors*, stories about some special organizations and people, obtaining feedback on performance, adopting twenty-first-century performance management techniques, ways you can destroy value quickly if you are not careful and becoming a *serving leader*.

# Preface

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Many of us have drifted into management without adequate preparation, very much in the way we drifted into adulthood. In many cultures, the transition into adulthood is managed very carefully—the Australian Aborigines by the “walkabout,” the New Guinea highlanders by formal ceremonies, and the Zulus by hunting game. If we are to be successful in management, we need guidance from our extended family, our managers, our colleagues, our heroes, and our mentors.

This book is designed to share the peer wisdom that you might get if you are lucky enough to be influenced by a gifted leader—one who, like a passing comet, gathers others and drags them upward until they themselves have the momentum to make it to the top.

The better practices listed here are like the buckshot from a shotgun. Many of the buckshot will miss their target—either they are not appropriate or you are already doing something similar. However, some better practices will hit the target and these will hopefully make a difference in your current and future management positions.

Please note that I do not view my management experiences as being anything like those of the great managers and leaders I feature here. That is not my purpose. I fervently seek to ensure that the reader does not perform in the naive and fault-ridden way that characterized my own management years. This book is about better practices that will help you become a leader who will make a difference—a *serving leader*.

While this book incorporates many of the latest management techniques it cannot replace regular management training or the attendance of a residential management course.

## How to Use This Book

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This book is for all those talented managers who are making a difference but acknowledge that some of the building blocks were never put in place properly. It targets the staff person about to become a supervisor, who needs to process the first section, as well as CEOs who, behind closed doors, may find some tips to help them score more goals.

## Why Feature Leadership Stories throughout This Book?

During the journey of writing this book I have been captivated by the stories of some great leaders. When researching them I have found that their messages are very powerful. In this book I feature lessons from Sir Ernest Shackleton, Sir Edmund Hillary, Sir Winston Churchill, and other leaders less well known. I have deliberately woven them throughout the book to give the reader a sense of continuity and perspective and some relief from the technical topic areas that are covered here.

## Electronic Media Available

To support you in implementing the strategies and better practices in this book, the following electronic media are available (some for a small fee):

- Numerous webcasts (see [www.davidparmenter.com/webcasts/](http://www.davidparmenter.com/webcasts/)). These are free to everyone.
- On my website ([www.davidparmenter.com](http://www.davidparmenter.com)) I have placed some complementary electronic media that will be helpful to readers. The website will refer to a word from a specific page in this book which you can use as a password.
- Most of the checklists, agendas, and report formats can be purchased from [www.davidparmenter.com](http://www.davidparmenter.com) using a PayPal link on the site.

The following icons relate to what types of media are available throughout this book:



All exhibits with this icon are available electronically (some for free, some for a small fee).



I have performed a webcast on this topic for you (see [www.davidparmenter.com/webcasts](http://www.davidparmenter.com/webcasts)).



An article on this subject is available for free on my website ([www.davidparmenter.com](http://www.davidparmenter.com)).

As an alternative to reaching the author's Web site, you can access the material by going through the publisher's link: [www.wiley.com/go/leadingedge](http://www.wiley.com/go/leadingedge)

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Special appreciation goes to my parents, who, encouraged all their four children to be independent and confident in their own endeavours. To all of the above mentioned people and all the other people who have been an influence in my life, I say "*thank you*" for providing me the launching pad for the journey I am now on.

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## PART I

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# Selecting the Mountain and Your Guides



