

Contents

Preface: Are You Having Leadership Conversations? xiii

PART 1 THE HIGH-POTENTIAL CHALLENGES 1

- 1 Do You Really Want to Be a Leader? 3
- 2 What Blend of Management and Leadership Mindsets Is Best? 11
- 3 Have You Had Leadership Conversations Today? 19
- 4 Where Do You Stand on the Leadership Ladder? 29

PART 2 CONVERSATIONS TO BUILD RELATIONSHIPS 35

- 5 Learn the New Rules 37
- 6 Your Relationships Define You 47
- 7 Know Your Strengths and Their Shadows 57
- 8 People Aren't Machines 65
- 9 Don't Let Them Assume They Know What You're Thinking 75
- 10 Embrace Differences 83

PART 3 CONVERSATIONS TO DEVELOP OTHERS	89
<hr/>	
11 The Battle for Talent	91
12 The Challenge of Leading Other High Potentials	103
13 Conversations You Must Have	115
14 What Gets in Your People's Way?	127
15 Recognition—Making It All Worthwhile	139
PART 4 CONVERSATIONS TO MAKE DECISIONS	147
<hr/>	
16 Develop Your Judgment Gene	149
17 What You Know Is Irrelevant	161
18 Be Curious—Ask Great Questions	173
19 If You Can't Change, Retire	187
PART 5 CONVERSATIONS TO TAKE ACTION	197
<hr/>	
20 Moving Smoothly into Action	199
21 Planning Successful Actions	207
22 When Things Change	215
23 Lessons from Success and Failure	225
24 Inspiring People in Turbulent Times	233
PART 6 YOUR LEADERSHIP CONVERSATIONS	243
<hr/>	
25 Conversations at the Top	245
26 Conversations for Executive Leaders	251
27 Conversations for Managers of Managers	257

28 Conversations for First-Line Managers	263
29 Your Personal Action Plan	269
<i>Notes</i>	275
<i>Bibliography</i>	277
<i>Acknowledgments</i>	281
<i>About the Authors</i>	283
<i>Index</i>	285

