

Contents

Foreword, by Dr. Danny Thornileyix
Introductionii

**1 What You Assume about Your New Job
May Be Just Myths. 13**

- *The myths about the job.*

2 General Managers. Where Do They Come From? . . 21

- *General managers: born, made or assigned to the job?*
- *Black or White? Christians or Buddhists? Men or Women?*

3 Go Where Your Boss Expects You to Go 31

- *Identify management expectations*
- *When are your objectives expected by your Management to be achieved*
- *How your management expects you to achieve the objectives*

4 Your First 100 days—More Important Than Anything Else 39

- *“The 100 Day Plan.”*
- *Listen and gain time and credibility*
- *Effective job hand over*
- *Talk with the “past”*

5	Focus Internally Rather Than Externally First	55
	<ul style="list-style-type: none"> • <i>Spread around the concept of “0-base”</i> • <i>Benchmark on what really counts</i> • <i>Clear the bottlenecks</i> • <i>Make it be and look like double time</i> 	
6	Make The Best Impression Early. Listen To Others’ Feedback	67
	<ul style="list-style-type: none"> • <i>Importance of first impressions</i> • <i>Three systems to touch hearts and minds</i> 	
7	Link Strategy to Execution to Achieve Superior Performance.	79
	<ul style="list-style-type: none"> • <i>How to simplify strategy</i> • <i>How to make strategy executional</i> • <i>How to make Strategy institutionalized</i> 	
8	Successful Change—First Understand It!	93
	<ul style="list-style-type: none"> • <i>How to apply dictated type of change</i> • <i>How to apply needed type of change</i> • <i>Characteristics and action ideas for those who choose to change</i> 	
9	Change—Implement It Successfully	105
	<ul style="list-style-type: none"> • <i>Change strategies for quick fixes</i> • <i>Change strategies for major change</i> • <i>How to manage the speed of change</i> 	
10	Change—Make It Sustainable	115
	<ul style="list-style-type: none"> • <i>Manage resistance to change</i> • <i>Making change stick for the long term</i> • <i>“Change Ambassadors”</i> 	

11	Five Systems to Manage Performance	127
	• <i>How to manage your top line</i>	
	• <i>How to manage your product flow</i>	
	• <i>“Cash is King”: managing your cash flow</i>	
12	Manage Organizational Pace	141
	• <i>Attaining optimum prioritization</i>	
	• <i>Importance of discipline</i>	
	• <i>“Pressure mapping” system</i>	
13	Manage Your Time Effectively and Gain Focus Where It Really Counts!.	151
	• <i>“Daily time management” formula</i>	
	• <i>“Strategic time management” system</i>	
	• <i>Managing routine</i>	
14:	Ensure High Performance— Set the Right Targets.	165
	• <i>How do successful general managers achieve targets</i>	
	• <i>How to set the right targets</i>	
	• <i>Put incentives on what count</i>	
15	Ensure High Performance—Find the Right Resource Allocation	173
	• <i>Resource allocate disproportionately</i>	
	• <i>Cut investment behind slow horses</i>	
	• <i>6 systems to achieve the right resource allocation</i>	
16	Ensure High Performance—Maximize Advertising and Promotion Investment	183
	- <i>Invest in waves or cycles</i>	
	- <i>Market research everything you put money behind</i>	
	- <i>5 steps to self-fund your promotion and advertising budget</i>	

17	Seven Systems to Beat Your Targets Each and Every Time	193
	<ul style="list-style-type: none"> • <i>Understand the corporate budget model and then beat it</i> • <i>Manage management expectations by creating them</i> • <i>Create contingency plans</i> • <i>Set the right incentives</i> 	
	Acknowledgements	209
	About the Author	2II

Legend



Quote: a single statement from the author, unless otherwise noted, that highlights a main point of the text



Remember: a important concept that makes a main principle of the book easier to remember



System: a key system that facilitates the implementation of a key process



Testimonial: a real-life example that demonstrates the effectiveness of a system discussed in the book