

Contents

<i>Preface</i>	x
Introduction	1
A word about stoicism	2
Broken, made and tested by adversity	5
The development of resilience	8
Becoming a talented leader	12
Coping	15
Optimism: a buffer against stress	16
Hardiness: viewing stress as challenge	17
The consequences of stress	18
Toughen up, lighten up, and buck up	20
Part I Building a Team	21
A. A good lunch	21
B. Interview lies	24
C. Job history	27
D. Personality of reference writers	30
E. Poor selection	33
F. Writing a personal statement	36
Part II Getting the Best Out of People	39
A. Absence analytics	39
B. Experiential incentives	42
C. Extroverts	45
D. Facts of life	48
E. Fudging and nudging	51
F. Hire emotionally intelligent people	54
G. Mid-level cadres	57
H. Motivating your staff	60

I. Performance appraisal systems	63
J. Promote at random	66
K. Promotion of the self-aware	69
L. Ranking and spanking	72
M. Scientific understanding of the public	75
N. 'Sconceable' offences	78
O. Shapers of destiny	81
P. The talent myth	84
Part III The Daily Grind	88
A. A grim place to work	88
B. Aesthetics at work	91
C. Biscuit hunters, film extras, therapy patients	93
D. Changing places	95
E. Gender at work	98
F. Generations at work 1	101
G. Generations at work 2	104
H. Grievances at work	107
I. How 'family friendly' can backfire	110
J. Legislation and regulation	113
K. Memory and vision	116
L. Paper trail culture	119
M. Prioritization	122
N. Slaughter of the innocents	125
O. Violence at work	127
P. Will power	130
Q. Working from home	133
R. Social networking	136
S. Sponsorship	139
Part IV It's All in the Delivery – Management Behaviour	143
A. All the questions and all the answers	143
B. Benefits of adversity	146
C. Bureaucratic punishment	149
D. Conscientiousness	151

I. Performance appraisal systems	63
J. Promote at random	66
K. Promotion of the self-aware	69
L. Ranking and spanking	72
M. Scientific understanding of the public	75
N. 'Sconceable' offences	78
O. Shapers of destiny	81
P. The talent myth	84

Part III The Daily Grind **88**

A. A grim place to work	88
B. Aesthetics at work	91
C. Biscuit hunters, film extras, therapy patients	93
D. Changing places	95
E. Gender at work	98
F. Generations at work 1	101
G. Generations at work 2	104
H. Grievances at work	107
I. How 'family friendly' can backfire	110
J. Legislation and regulation	113
K. Memory and vision	116
L. Paper trail culture	119
M. Prioritization	122
N. Slaughter of the innocents	125
O. Violence at work	128
P. Will power	131
Q. Working from home	133
R. Social networking	136
S. Sponsorship	139

Part IV It's All in the Delivery – Management Behaviour **14**

A. All the questions and all the answers	14
B. Benefits of adversity	14
C. Bureaucratic punishment	14
D. Conscientiousness	15

E. Difficult conversations	154
F. Family business	157
G. Feeding narcissism	160
H. Good advice	163
I. Lie detectors	166
J. Losing your mindfulness	168
K. Managerially unexplained symptoms	171
L. The Marshmallow test	174
M. Narcissistic manager	177
N. Passive aggressiveness	180
O. Risky types	183
P. To be a grown-up	186
Q. Translator transgressions	189
R. U-turns	192
S. Undercover boss	195

Part V Learning on the Job **199**

A. Assessment at work	199
B. Bang for your buck	202
C. Education	205
D. Elite performers	208
E. Honest evaluation	211
F. Narrative skills	214
G. Whatever happened to humility?	217

Part VI Life Beyond **220**

A. Dog years	220
B. Drive for money	223
C. Happiness brings wealth	225
D. Mind and soul of the expat	228
E. Regrets	231
F. Sports ethic	234
