



T. S. Marshall & Associates, Inc.

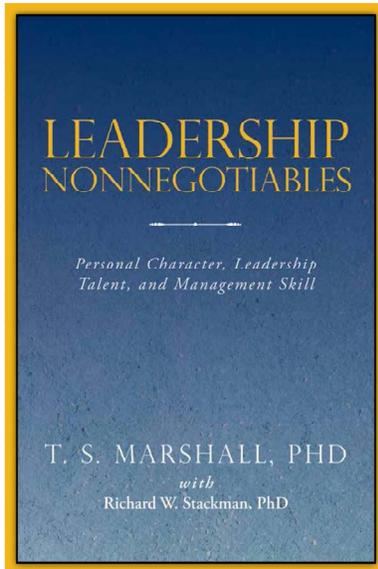
LEADERSHIP NONNEGOTIABLES

PERSONAL CHARACTER, LEADERSHIP TALENT, AND MANAGEMENT SKILL

Simply, this book provides aspiring or experienced leaders with a well-thought-out discussion of personal character, leadership talent, and management skill (e.g., staffing, budgeting, data and measures, strategic planning, and implementing change) in a distinctive way. It presents practiced perspectives, skilled insights, and proficient narratives intended to resonate with every reader. The chosen title is not arbitrary, especially the word “non-negotiables.” While personal character, leadership talent, and management skill – we believe – are necessary for leadership success, each is not sufficient on its own to secure such success.

Book Reviews

"In a field full of technical “how to” advice for managers, Marshall’s emphasis of personal character on leadership is a refreshing and needed reminder for business professionals."



"*Leadership Nonnegotiables packs a lot in a small package. Whether you're new to leadership and looking to get started right, an already competent leader seeking to sharpen your skills, or an old hand who wants a go-to desk reference, this book is a great resource. It's rare to find anything that so thoughtfully and practically connects the dots between leadership and management.*"

"Nonnegotiable leadership is often missing in all levels of organizations/leaders. Taking stock of one's leadership is of utmost importance for leadership success. This book establishes a course for leadership in the midst of change and reminds the reader/leader about staying the course and investing in the effort to bring mission and purpose back to the organization and to the mission statement."

"*Personal character, leadership talent, and management skills are the three pillars that Dr. Marshall uses to summarize and articulate his wise and applied knowledge on leadership. Years of effective consulting grounds Dr. Marshall's approach on leadership, resulting in a very practical and useful book where everybody will find something to apply immediately.*"

About the Author

T. S. (Steve) Marshall, Ph.D., is the founder and President of [T. S. Marshall & Associates, Inc.](http://www.tsmarshallassoc.com), based in Seattle, Washington. This book, *Leadership Nonnegotiables*, is a companion book to Steve's earlier work titled *Competent Leadership*. Dr. Marshall provides leadership and professional development training, consulting, and coaching services to employees in the U.S., Australia, England, Germany, Hong Kong, India, Indonesia, Japan, Philippines, Poland, S. Korea, and Singapore. His domestic and foreign travel, multicultural experiences, and personal relationships with people of many nationalities have resulted in substantial experience and expertise in leadership.

Leadership Nonnegotiables is available at any major bookseller:

[Amazon Books](#), [Barnes & Noble](#), [AuthorHouse Publishing](#)

Paperback: 978-1-5246-7545-5 / E-book: 978-1-5246-7544-8

Book Outline

FOREWORD.....VII

ACKNOWLEDGEMENTS.....XI

CHAPTER 1: LEADERSHIP NONNEGOTIABLES.....1

Examines leading and managing, introduces the three leadership nonnegotiables, and tests some leadership and management premises posed by the author.

Leading versus Managing.....3

Examines the difference between leadership (and leading) and management (and managing).

Test of Asserions.....7

Tests the assertion that all three nonnegotiables are required to lead and, thus, vital to achieving leadership outcomes.

CHAPTER 2: PERSONAL CHARACTER.....11

Examines the first leadership nonnegotiable: personal character. It begins with the role of personal character in leadership, followed by a review of character competencies, and finishes with the importance of credibility, trust, and reputation in forming a personal character suitable for leadership.

Character Competencies.....15

Examines personal and social competencies that are essential for building and sustaining a suitable personal character.

Credibility, Trust, and Reputation.....19

Creates an understanding that the behaviors of outstanding leaders are those of outstanding people – we expect our leaders to be good people too.

CHAPTER 3: LEADERSHIP TALENT.....23

Examines the second leadership nonnegotiable: leadership talent to include the cognitive and emotional abilities to lead, leadership styles, strategic and operational work, motivation, and assessing leadership.

Integrated Cognitive and Emotional Abilities to Lead.....24

Establishes that leadership requires balanced cognitive and emotional abilities, as it is the presence of both that enables each of leaders to navigate opportunities and challenges. Introduces leadership styles.

Leadership Styles – Vertical Relationships.....26

Leadership Styles – Horizontal Relationships.....29

Motivation to Lead.....31

Establishes that in addition to being a good reader of people, leaders must be good readers of environments and understand how varying contexts and situations influence motivation, including their own.

Assessing Leadership.....	33
Introduces the concept and practice of assessing leadership style strengths, and illustrates how one can improve upon leadership competencies and the exercise of leadership.	
CHAPTER 4: MANAGEMENT SKILL.....	34
Examines the third leadership nonnegotiable: management skill. This chapter also discusses staffing, budgeting, managing with data, and performance measures.	
Staffing.....	35
Examines staffing (people management) – a critical skill that a leader must grasp. Includes a discussion of planning and deployment of people (quantity and quality) and positions (numbers and types) to ensure the efficient and effective distribution of talent through a team, unit, or organization.	
Budgeting.....	38
Introduces how budgets translate into product and service delivery, provides an concepts overview of the budgeting process, recognizes that resources are scarce, that there is competition for resources, and develops an appreciation for budgetary measurement, performance, and accountability.	
Managing with Data.....	40
Introduces the purpose of managing with data – having the best possible information available to gain insight, understanding, and knowledge into the performance of key organization processes, activities, and issues.	
Developing and Using Performance Measures.....	44
Examines the purpose, use, and limitations of performance measures – measuring something (e.g., staffing, budgeting, processes, systems), in order to enhance its outcome.	
CHAPTER 5: STRATEGIC PLANNING.....	46
This chapter examines the purpose and process of strategic planning, and provides a strategic planning framework presented in five phases and twenty-four steps.	
Strategic Planning Overview and Framework.....	47
Introduces the strategic planning framework – approach, deployment, and results. A framework that assesses performance and generates the information necessary to allow an organization to manage itself strategically.	
Phase 1: Purpose and Direction.....	50
This is the getting to know the organization and getting started phase.	
Phase 2: Internal Assessment.....	52
An internal assessment identifies performance strengths and weaknesses, and evaluates an organization’s capacity to respond to challenges and opportunities.	
Phase 3: External Assessment.....	53
An external assessment examines factors that affect the organization’s ability to achieve desired results.	

Phase 4: Performance Summaries and Report.....	54
Performance summaries and report begin the ongoing process of analyzing the organization’s internal and environmental data.	
Phase 5: Strategic Plan Creation and Development.....	55
It is at this point that an organization’s knowledge and insights about past and present performance converge with desired future performance.	
CHAPTER 6: IMPLEMENTING CHANGE.....	58
The intent of this chapter is to convey some essentials of managing change: what you should know, that when understood, will enhance the likelihood of being successful when it comes to implementing change.	
Strategic Management and Change Management.....	60
The processes of strategic management and change management are inseparable. Through a well-executed strategic planning process, leaders reveal, then, communicate why an organization should change.	
Stability and Flexibility.....	64
Explores organizational stability and flexibility relative to change.	
Readiness and Resistance.....	67
Discusses that readiness for change does not eliminate potential resistance to the planned change or the various efforts to bring about change; even stakeholders may resist change.	
Listening and Communicating.....	72
Listening to and understanding other’s reactions to a proposed change is imperative.	
CHAPTER 7: LEADERSHIP NONNEGOTIABLES REVISTED.....	76
Capstones the lessons of the previous six chapters.	
APPENDIX 1: LEADERSHIP ASSESSMENT – ABBREVIATED.....	81
APPENDIX 2: PROCESS FOR DEVELOPING PERFORMANCE MEASURES.....	85
APPENDIX 3: STRATEGIC PLANNING – ALIGNMENT AND DEPLOYMENT.....	93