

# Table of Contents

<b>Introduction</b>	<b>10</b>
Setting your metronome	15
The core frameworks	18
Who is this book for?	19
How to read this book	20
Exercises and templates	24
<b>Chapter 1</b>	
<b>Essential Operating Principles</b>	<b>26</b>
1. Build self-awareness to build mutual awareness	29
2. Say the thing you think you cannot say	40
3. Distinguish between management and leadership	44
4. Come back to your operating system	47
Exercises and templates	50
<b>Chapter 2</b>	
<b>Core Framework 1:</b>	
<b>Foundations and Planning for Goals and Resources</b>	<b>58</b>
Founding documents	59
The operating system	69
Operating cadence	103
Exercises and templates	110
<b>Chapter 3</b>	
<b>Core Framework 2: A Comprehensive Hiring Approach</b>	<b>140</b>
Recruiting	145
Hiring	172
Onboarding	198
Hiring mistakes	208
Exercises and templates	212

<b>Chapter 4</b>	
<b>Core Framework 3: Intentional Team Development</b>	<b>260</b>
Team structures	262
Diagnosing team state	275
Team changes and restructuring	278
(Re)building the team	283
Creating the team environment	290
Team-building complexities	311
Diversity and inclusion	326
Team communication	331
Exercises and templates	334
<b>Chapter 5</b>	
<b>Core Framework 4:</b>	
<b>Feedback and Performance Mechanisms</b>	<b>348</b>
Hypothesis-based coaching	351
Giving hard feedback	355
Creating a culture of informal feedback	358
The formal review process	362
Compensation	373
Managing high performers	376
Managing low performers	386
Managing managers	397
Managing out, firing, and layoffs	401
Some final thoughts on management	410
Exercises and templates	412
<b>Conclusion</b>	
<b>You</b>	<b>430</b>
Manage your time and energy	431
Foster relationships	436
Consider your career	441
<b>Endnotes</b>	<b>449</b>
<b>Bibliography</b>	<b>455</b>
<b>Acknowledgments</b>	<b>459</b>
<b>Index</b>	<b>465</b>
<b>About the Author</b>	<b>473</b>