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and leadership skills  
– without breaking the bank.

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Successful businesses rely on strong, effective leadership. They are able to realise the potential of their most critical, expensive and decisive resource – their people.

**Leadership Essentials** is a series of 50 world-class checklists. Each title provides practical techniques and guidance, and is proven to develop leadership skills at all levels and in a wide variety of situations.

**Qais** 

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# The need: leaders that innovate, develop others and deliver results

Challenging and uncertain business conditions mean:

- » Leadership and managing in adversity is a priority
- » People need to support the goals of the business
- » Getting the most from every resource is vital
- » Businesses need to find and generate new opportunities
- » Management development activities need to be cost-effective and proven to deliver results

The need is clear: businesses rely on leaders who are capable of developing performance and delivering results.

In short, leaders have to focus on their business, their teams and themselves.

Our products meet this need by providing proven techniques and leading edge ideas.

**Leadership Essentials** is your personal coach: a series of 50 toolkits, each offering exceptional insight and practical guidance. They are used by managers, HR professionals and consultants for:

- Developing individual skills and managing performance
- Coaching executives in vital business leadership skills
- Providing practical ideas and support during a reorganization or major initiative
- Enhancing skills development programmes

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All of our products are:

**Sold with a multi-user licence** – a single payment entitles you to unlimited copying, customization and distribution within your organization

**Action-oriented** – providing proven techniques for a range of leadership challenges

**Fully comprehensive, proven and world-class** – written by internationally-experienced business leaders and writers

For further details, including free information and product samples, visit

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# Leadership Essentials

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## About Leadership Essentials

Leadership Essentials are checklists (toolkits) – typically 10-20 pages – and include:

- **Overview and benefits** – what it is and why it matters
- **Action checklist** – the core: what to do and how to do it
- **Things you can do** – practical ideas and insights to ensure success
- **Dos and don'ts** – a quick guide to the essentials
- **Avoiding pitfalls** – how to ensure success and avoid mistakes
- **Key questions** – designed to stimulate thinking and highlight areas for improvement
- **Further action** – work-based suggestions to enhance skills and success
- **Further information** – details of the best books, organizations and online sources

Our writers not only bring top-level experience but also inquisitive minds, a dislike of jargon and fads, and the ability to write for leaders at all levels.

**“Leadership Essentials are fantastic – thoughtful, comprehensive, well-written and practical. They’re a great way for people to develop their management skills and they’re a great addition to our leadership development programmes.”**

Jan Pereira, Leadership Development Manager, Pearson

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## When to Use Leadership Essentials

Leadership Essentials can be used to suit your needs. For example, they are valuable for:

- Helping an individual develop their skills
- Coaching executives in essential business and leadership skills
- Talent management programmes and succession planning
- A reorganization or major initiative
- Skills development programmes

**Individuals** can plan their personal development, improve skills and achieve personal goals using the series of 50 checklists.

They also enable **businesses** to connect strategic aims with desired behaviours, identifying development needs, managing performance and ensuring consistency.

## Why Buy Leadership Essentials?

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Each title enables individuals to plan their development and improve their skills.

Each Leadership Essential is:

**Cost-effective** – sold with a multi-user licence that gives you the rights to customize and distribute within your organization. You have access to world-class business thinking for all your employees.

**Proven in a range of situations** – including executive coaching, development programmes and major new initiatives

**Comprehensive** – supporting business strategies and complementing other techniques

**Flexible** – enabling managers to focus on the topics of greatest relevance

**Time-efficient** – the essentials provided in a practical, stimulating and easy-to-use guide

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# Leadership Essentials

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## Leadership

1. Managing Performance, Appraising and Engaging Employees
2. Building a High Performing Team
3. Coaching and Mentoring
4. Developing Collaboration and Operating in a Matrix Management Structure
5. Developing Audacity and Avoiding Mistakes
6. Developing People
7. Ensuring Adaptability and Delivering Results
8. Managing Talent and Succession Plans
9. Leading Change
10. Leading Leaders
11. Visionary Thinking
12. Benefiting from Diversity and Working Across Cultures
13. Developing Motivation and Employee Engagement
14. Recruiting and Selecting the Right People
15. Leading People: The Essentials

## Operations and Information

16. Benefiting From Information and Technology
17. Developing Your Business On-line
18. Managing Knowledge and Information
19. Mastering Creativity and Innovation
20. Problem Solving

## Finance and Profitability

21. Boosting Profitability
  22. Controlling Costs and Cash Flow
  23. Making Budgets Work
  24. Managing Business Risk
  25. Using Ratio Analysis
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## Sales and Customers

26. Brand Building
27. Relationship Management and Client Engagement
28. Building Customer Loyalty
29. Competing for Business
30. Marketing and Market Planning
31. Developing a Market Entry Strategy and Product Launch
32. Leading a Customer-driven Organisation
33. Selling and Sales Techniques
34. Pricing

## Strategy

35. Acquisition Strategy
36. Globalising Your Strategy
37. Using Management Audits and SWOT Analysis
38. Scenario Planning
39. The Forces Changing Business
40. Surviving a Downturn
41. Thriving or Surviving – Why Organisations Succeed

## Personal Effectiveness

42. Influencing People, Handling Conflict and Being Assertive
43. Developing Your Career and Succeeding at Interviews
44. Entrepreneurial Decision-making
45. Managing Time and Stress
46. Effective Negotiating
47. Advanced Negotiating Skills
48. Personal Development Planning
49. Inspiring Trust
50. The Successful Leader's First 100 Days

Each checklist is priced at £100 (\$150) each or £4,000 (\$6,000) for a full set of 50 – a saving of £1,000 (\$1,500).

All products are available online in Adobe Acrobat PDF format. For further information including a free sample or to order online, visit [www.LeadershipExpertise.com](http://www.LeadershipExpertise.com)

# Developing Collaboration and Operating in a Matrix Management Structure

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## Overview

A matrix organization is one where managers report to two bosses, rather than the traditional single boss, and where instead of a single chain of command there is a dual (or multiple) reporting line. In some matrix organizations there are dual command responsibilities assigned to *functional* departments (e.g. marketing, development, HR, finance) and to *product or market* departments (e.g. Italy). Other matrix structures are split between area-based departments and either products or functions (e.g. between London and HR).

One important question is why use matrix management? Matrix structures are effective when it is important to be highly responsive to two sectors at the same time; for example, a specific market and group of products. They also work well when there is uncertainty or rapid change in a business, or when there are constraints on resources.

This checklist is written for people who operate across business divisions in a matrix management structure. It explains how to: develop influencing skills, increase cooperation and collaboration across business divisions and operate successfully within a matrix management structure.

## Contents

**Benefits of Collaboration**, page 2

**Action Checklist: Succeeding in a Matrix Management Structure**, page 2

- Adopt a matrix mindset and build a shared vision
- Develop personal flexibility and resilience
- Put the overall interests of the business first
- Keep colleagues informed
- Get to know your colleagues
- Build a strong team
- Overcome resistance to collaboration
- Encourage openness
- Reconcile tensions
- Create alignment and ensure consistency

**Avoiding Problems**, page 5

This section explains how to avoid the pitfalls and problems that can be encountered when collaborating across business boundaries.

**Action Checklist: Developing Influence and Collaboration**, page 5

- Improve listening and empathy
- Build positive relationships
- Avoid or overcome friction
- Provide feedback

**Best Practice: Productive and Unproductive Behaviour When Asserting Your Views and Influencing**, page 7

**Key Questions**, page 8

**Dos and Don'ts**, page 9

**Further Action**, page 9

**Further Information**, page 10

# Ordering Information

For further details, free information and to order, visit:  
[www.LeadershipExpertise.com](http://www.LeadershipExpertise.com)

Leadership Checklists	UK (includes VAT)	USA	Europe
Full set of 50 checklists	£4,000 (save £1,000)	\$6,000 (save \$1,500)	€4,500 (save €1,000)
Individual checklists, if bought separately	£100	\$150	€110

Also, you can save money buying all the checklists in a single module (e.g. Leadership):

Leadership (15 checklists)	£1,350 (save £150)*	\$2,000	€1,500
Sales and Customers (9 checklists)	£800	\$1,200	€900
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\* This is the saving if the whole module is bought, instead of buying each £100 checklist separately

Products are supplied in Adobe Acrobat PDF format and can be downloaded online.

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Chartered Institute of Marketing	Jack Morton Worldwide	Saab
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CIPD	KPMG	Saudi British Bank
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Corporate Research Forum	London Evening Standard	Strategy Dynamics Ltd
Cyan / Marshall Cavendish	Optima	Strathclyde Graduate Business School
Economist Intelligence Unit	Palgrave Macmillan	The Economist Group
Edexcel	Pearson	VT Group
EnterpriseIQ	Penguin Books	
European Commission	Performance and Reward Centre	
Hodder Headline		

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Please contact [jeremykourdi@qaisinternational.com](mailto:jeremykourdi@qaisinternational.com) for further information.