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*New* — THE —  
**R U L E S**  
— OF —  
**MANAGEMENT**

**How to Revolutionise  
Productivity, Innovation and Engagement  
by Implementing Projects That Matter**

P E T E R   C O O K

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# Introduction

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*What got you here won't get you there.*

Marshall Goldsmith, author and executive coach

The first working title for this book was *The End of Management*, but we eventually decided that that was being a bit too dramatic, and not entirely accurate. But one thing I am certain of is that the way we have managed our organisations, our teams and even our lives in the past isn't cutting it any more. The things that have made us successful in the past are insufficient for the present and the future. Or, as Albert Einstein said, 'The problems that exist in the world today cannot be solved by the level of thinking that created them'.

The game of management has changed, and if we want to win the new game, we need to understand the new rules.

A number of frustrations led me to write this book. The first is seeing, time and again, organisations letting great ideas wither on the vine.

I do a lot of innovation training and consulting to big companies in Australia and around the world. Often I am brought in to help an organisation come up with innovative solutions to a challenge they are facing, or an opportunity that has presented itself. Usually I will spend a day or two facilitating a process of ideation with key staff from the company. We'll use a number of different processes to come up with creative ideas. It's quite common for me to go home at the end of the day being really impressed by the calibre of thinking from the people I have worked with, and the strength of the ideas that they have come up with.

Unfortunately, there's another part of that tale that is all too common. Six months later I will check in to see how things are going, only to find nothing has been done. 'Business as usual' took over, and everyone got too busy doing what they were already doing to execute any of their great ideas. Which means the entire process was a waste of time and money—a great idea not executed is worse than there being no idea in the first place. And so I have realised that a process to come up with great ideas is insufficient: we need to know how to implement those ideas too.

I get even more frustrated when I see teams that are using only a fraction of their potential. Teams that operate in a Dilbert-like environment, where bureaucracy trumps achievement, and work becomes soul destroying. Work cultures that don't give people the opportunity to do their best work, and jobs where people end up surviving until the weekend rather than doing something that matters, that stretches them and that they could be proud of. I think it is criminal to take intelligent, passionate, creative, switched-on people, and manage them like cogs in a machine.

My final frustration is at an individual level when I experience wasted talent and lost opportunity. We live in an age of possibility, where in the developed world we have an infinite number of choices, and opportunities like never before to design our lives to go however we want. Yet for many of us it seems this freedom is crippling. We don't come close to reaching our potential, and end up not being as productive as we could be or as successful as we envisage, and ultimately we remain unfulfilled.

For almost 20 years I have been working as a consultant and a business coach, and running my own businesses. Over that time I have had the privilege to work with lots of great leaders, amazing teams and some of the biggest and most successful organisations in the world. And through that time I have

been a keen student of success: what does it take to succeed? Why do some organisations succeed where others fail? Why do some teams rock, while others suck? And why are some people successful and fulfilled, while others are unproductive, frustrated and dissatisfied?

This book is an attempt to take what I have learned from these great organisations and successful people and see what they have in common. It isn't great products, charismatic leadership, intelligence, resources, or any of the things we normally associate with success. The one critical element to success is the intent, willingness and ability to implement projects that matter. This applies in our organisations, our teams, and in our lives.

I believe there is an implementation imperative for every one of us. We each have a limited window, and if we want to be successful and leave a legacy, we need to implement much, much more. We need to shift our focus to creating and executing the projects that matter, in our lives as well as at work.

Likewise, the creation and execution of projects that matter is what will transform teams from being a drain on our spirits to experiences of being stretched and growing, and making a difference in the world. A change from teams of people going through the motions, to teams comprising motivated, engaged, switched-on people performing at their peak.

At an organisational level the need to implement is even more stark. Put simply, managing just your existing business, even managing it well, could put you out of business. Organisations need to implement projects that create growth on all levels, or face extinction at the hands of the next disruptive technology in their industry.

My hope is that you use the concepts and the models in this book, not to make an incremental improvement, not to evolve a bit more, but to revolutionise the way you live and work.

# Chapter 1

# IMPLEMENTATION

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## IN A

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# NUTSHELL

*I want to know what you will do about it. I do not want to know what you hope for. I want to know what you will work for. I do not want your sympathy for the needs of humanity.*

*I want your muscle. As the wagon driver said when they came to a long, hard hill, ‘Them that’s going on with us, get out and push. Them that ain’t, get out of the way.’*

Robert Fulghum, author of *All I Really Need to Know I Learned in Kindergarten*

Traditional management practices focus on managing systems and responses, increasing efficiency, and creating more profit in the short term—what we call ‘left of the line’ activities.

Management in the 21st century requires much more than this. The new rules of management demand a relentless focus on implementation (creation and execution of projects). In other words, the actions that live to the right of the line. I believe implementing projects that matter is the most important thing we do personally, in our teams and in our organisations.

Wherever we look—and we will be looking in lots of places—we find that implementing important projects and doing work that matters is the key to productivity, fulfilment, engagement, innovation and success.

There is no magic bullet that managers can call on to grow profits, drive creativity, increase performance, lift engagement—or even give us world peace. But if there were, it would be implementing projects that matter.

So that we are on the same page, a project is very basically a significant outcome delivered by a specific time. Having a book published by the end of the year is a project—doing more writing isn't a project. Running the City to Surf this year without walking at all is a project. Joining a gym isn't. Increasing sales by 15 per cent this quarter is a project. Growing the business isn't.

This book is divided into three domains: personal, team and organisation. Let's look at why managers face an implementation imperative in each of them.

## Personal

Your hardware—your neurology, neural pathways, biology, biochemistry and physique—has evolved over hundreds of thousands of years. As a species, features that have enhanced our chances of survival have been selected, while features that diminished our chances of survival have been eliminated. Now bear with me while we do a little time travel into our deep past.

In round numbers, we have been hunter-gatherers for many hundreds of thousands of years. During that time, evolution honed our skills as hunter-gatherers so we could survive in the world as it was then. New discoveries show we actually evolved in fits and starts, and it was a 200 000-year period of violent, unpredictable climate change that spurred one of the

biggest leaps in our evolution—the leap that actually created what we would recognise as modern-day humans.

About 12 000 years ago people started farming, so we have been farmers rather than hunter-gatherers for only a fraction of the time humans have been around. The industrial revolution started more than 250 years ago, and the information age has been with us for a bit more than a generation—I first used email about 25 years ago.

For most of our evolution the name of the game has been survival. Your hardware was designed so you could survive as a hunter-gatherer in Africa. Your fight-or-flight response is state of the art for that purpose. If a lion crosses your path, a whole bunch of things happen that will help you survive, without you having to think about it. Your senses send signals to the parietal and occipital lobes of the brain along the brain stem, and the amygdala—a tiny region at the top of the brain stem—sends a quick message to the frontal lobe. If your body doesn't get an immediate instruction telling it how to respond, the hypothalamus of the brain takes control and begins a cascade of hormones that, among other things, surges hydrocortisone into your bloodstream to increase blood supply to your major muscles, allowing you to either stand and fight, or run for your life. At the same time, your digestion shuts down, and your immune system is suppressed, so you do not waste any energy on non-essential activities. Your heart rate increases, as adrenaline is released into the blood stream. All of this gives you the best possible chance to survive an imminent threat.

If you're reading this book, your survival is pretty much taken care of. You're not going to get eaten by a lion any time soon. You are going to have a roof over your head, clothes on your back and food in your belly for the rest of your life. The bottom rung of Maslow's hierarchy of needs is all good.

The game has changed. Now it's all about thriving in the information age, not surviving in the Stone Age. The game of thriving in the information age is won by implementing the projects that matter, but you're playing this new game with outdated hardware.

Imagine if you were designed to be great at implementing important projects, and your project was to write a book. When you sat down to start work, you'd get a little dopamine hit (the feel-good drug in your brain), making you feel optimistic and helping you overcome any resistance to starting difficult work. When you hit a roadblock along the way, all sorts of things could kick in to help you overcome it—you would feel more awake, alert, focused, confident and committed (rather than tired, overwhelmed or inadequate, and thinking that anything would be better than this).

Instead you are using hardware that wasn't designed for this. That's fine. It can get the job done but there are a few things that we can do that will make life much easier. The first tip is simply to recognise that while your hardware is absolutely state of the art when it comes to dealing with a lion crossing your path, it's pretty inadequate for what you are asking of it now. That's about your hardware, not about you. You will struggle, and that's to be expected. Go easy on yourself.

The second thing to do is install some hacks and some workarounds that will improve things. And that's what the rest of this book will help you with.

### *The key to personal success and fulfilment*

I don't think the key to being successful in your business or career, your relationships, your health, your finances, or anything else for that matter, is being intelligent, or well resourced or even well connected—although these things all

help. I think the single most important factor in your success is your ability to implement significant projects.

The problem is, we are told that success is about character. It's about integrity. It's about attitude. It's about discipline. But plenty of people have all of these attributes and still don't achieve wild success.

It's still true that we are all 100 per cent responsible for our own success—but it's just not in the way you think. What if there were some shortcuts to success you weren't aware of? What if these shortcuts allowed you to borrow enough discipline, integrity and winning attitude to achieve your goals? Could it be possible that, where you haven't succeeded, it's because you didn't create the right context, or put together the right support? In other words, because you didn't structure your success properly?

Every action we take has long-term and short-term implications. In the short term, an action will give us pleasure or pain. In the long term, an action will be either beneficial or detrimental.

As you can see in the fulfilment model shown in figure 1.1 (overleaf), at the bottom level are the stupid things we do. These are the things that give us short-term pain and are detrimental in the long term. For example, for me playing golf is plain stupid. It generally takes me about five years to forget how bad I am at golf. So even though for the previous four years I have knocked back every invitation to play golf, in the fifth year, for some strange reason, I will think it's a good idea. I will picture the ball sailing down the middle of the fairway and imagine the satisfaction I'll feel. Of course that illusion is shattered at the first tee, and I'm in for a frustrating afternoon with the probability of needing therapy to rebuild my damaged psyche. There are things we all do which, however you look at it, are just plain stupid.

Figure 1.1: fulfilment model

Chosen pain	<b>FULFILMENT</b>	Collective long-term benefit
Short-term pain	<b>SUCCESS</b>	Long-term benefit
Short-term pleasure	<b>SURVIVAL</b>	Long-term benefit
Short-term pleasure	<b>DANGEROUS</b>	Long-term detriment
Short-term pain	<b>STUPID</b>	Long-term detriment

Then there are the dangerous things we do. The things that give us short-term pleasure, but are detrimental in the longer term. Junk food is like that for me: I love the taste, enjoy eating it, but half an hour later I regret it. The reason these things are dangerous is that we are set up to do things that give us pleasure or take us away from pain. And historically it was rarely a problem.

Our ancestors didn't have the option of thinking: 'For dinner tonight, shall we spend a day hunting and gathering, get in a good amount of exercise, breathe fresh air, get some sunshine, and then have a meal of organic lean meat, fresh herbs and vegetables? Nah, stuff it. Let's order a pizza, get some DVDs and drink some beer.'

But now we do have that option, and so the very thing we have evolved to do (take actions that give us immediate pleasure or take away pain) can get us into trouble. We see the evidence of this every day, and experience it in our own lives.

The survival category in the fulfilment model (see figure 1.1) includes the things that cause us pleasure in the short term and are beneficial in the long term. For example eating when you're hungry, putting on clothes when you're cold or sleeping when you're tired. We have evolved to do all these things, because they have helped us survive. These things are easy.

The problem for us today is that we don't need to learn how to implement to survive, but we do need to learn how to implement to thrive. Today, success comes from being able to take actions that give us short-term pain but are beneficial in the long term. The ability to defer gratification is what it takes to achieve our higher goals and aspirations, like fulfilment.

Fulfilment transcends stupidity, danger, survival and even success. Here we choose the short-term discomfort, so we don't suffer long-term pain. At the level of fulfilment, we no longer have the experience of it being painful, even if we are deferring gratification.

Implementation is the key to the top two categories in the fulfilment model—success and fulfilment. The success of your life comes down to the important projects you have implemented. If you review your last 90 days and ask the question 'How successful were they?' the answer will come down to the projects you implemented.

Even more tellingly, if you imagine reviewing your whole life while sitting on your rocking chair on the porch, celebrating your 100th birthday, success will come down to the quality of your relationships of course, and to the projects that you implemented over your life.

Likewise, fulfilment comes from doing great things, contributing what we have to the world, making a difference in the lives of others: in other words, implementing projects that matter.

Before we think about creating and executing projects that matter in our teams and organisation, it is critical we start in our own backyard. Success as a manager can't simply exist in the office. If projects matter, they matter everywhere. So we look first at the personal domain—our health, our money, our family, our fitness, our relationships. Implementing projects that matter here will strengthen our resolve to do so in our teams and our organisations. And we will have integrity—we won't be telling our people to do as we say, but not as we do.

## Team

Many of us spend most of our waking hours at work, and working in teams. This is an incredible responsibility for anybody who is a manager, including, as it does, responsibility for the output of the team and the results that are produced. However, I believe there is an even greater responsibility for the input—the team members who show up and give their life force to their work.

When I teach people about how to think about money, and specifically about spending consciously, I borrow a concept from *Your Money or Your Life* (a great book by Vicki Robin and Joe Dominguez about achieving financial independence). It's the idea that money equates to life energy. When we work we are exchanging our life energy for money, and when we spend our money we are spending our life energy. It's not the whole truth, but it's a powerful perspective that helps people become more conscious of their spending.

The people who show up to work in your team are using their life energy in service of the work of the organisation. This can either be used in service of something worthwhile, or wasted.

Waste makes me angry. I get angry when I see food in silos rotting when I know that 20 000 people die every day from hunger-related causes. I get angry when I see entire office buildings lit up at night and I know that we have a finite amount of natural resources we're burning up. But I get even angrier when I see people's spirit being wasted away.

People show up wanting to do work that matters, wanting to make a difference, wanting to be challenged, to grow, to be lit up—and yet so often the reality is the exact opposite.

I think of the gap between the reality of what teams are actually doing and their full potential as wasted possibility. That gap—that wasted possibility—is sometimes so large as to be almost criminal. I think that the ultimate measure of anyone who leads a team is how much of that potential is actually achieved.

Teams that experience Mondayitis, who call Wednesday hump day, and say 'Thank God it's Friday'—teams that survive the week and live for the weekend—could be so much more.

Of course the key to those magic teams, the teams where people are lit up, giving all of themselves and doing great work is implementation: the creation and execution of projects that matter.

This is also the key to attracting and retaining great people. Projects that matter are the new currency on a modern résumé. An old résumé listed education and responsibilities—this is what I learnt, and this is the university or college that would take me, and this is what I was accountable for. A 21st-century résumé is much more about answering the question: 'What were the great projects you were part of?' This trend is increasing, which means that to attract the best people, you need to give them the opportunity to be a part of great projects.

The reason we need to put time and energy and love into creating a culture of implementation in our teams is that it's hard to

do. We are trained into an industrial revolution mentality—of quality control and wanting to manage out errors. We act as if our team is a machine, and we want to make sure all the parts work together smoothly. This kind of thinking is fine for an industrial revolution organisation. If your team is working on an assembly line putting together Model-T Fords, you don't want them creating and executing projects that matter. You want them following the system with as few errors as possible.

This is what we learned in Management 101: we learned how to create budgets, put together plans, do performance reviews and manage our teams like they were part of a system. However, if you have a team of knowledge workers in the 21st century, that isn't going to cut it any more, because, to put it quite simply, you need to lead them in the implementation of great projects. That's what the new rules of management demand, and what success in a modern team requires.

## Organisation

Why did Apple win? In 2012 Apple had the highest market capitalisation (that is, value) of any public company in the world. Of course the game is still on, and five years from now the story might be very different. Whatever happens from here, there can be no argument that Apple's success has been nothing less than phenomenal.

It's not because it has great customer service. In fact it is renowned for ignoring what customers ask for, and producing what they think will rock. It's not because of clever marketing—its primary marketing strategy has been to create cool products that people love and will talk about. It's because of a single-minded focus on implementation.

Fifteen years ago, when Steve Jobs returned to Apple, he didn't try to do what they were already doing but just a little

bit better. He simply decided the company would launch lots of great projects, fail most, and win big when they succeed. Jobs initially identified four distinct gaps and said, 'Let's make insanely great products to fill these gaps'. And while he might not have expressed it like this, he launched four projects that matter. And Apple has kept doing that to become the biggest music distributor in the world, the most profitable phone company in the world and the most valuable public company in the world.

Saying that Apple is all about creating and executing projects that matter wouldn't be far off. If you look at its product list it's like a ticker-tape parade of great projects: projects that started as great ideas and were implemented like crazy.

Organisations in the 19th century were characterised by industrialisation. In most domains this was the first time big organisations were being formed. People were coming together to increase efficiencies, and as a result the standard of living and the population of the planet both increased markedly.

The 20th century was all about management. Management theory evolved throughout this century from the father of scientific management, Frederick Taylor, through to Peter Drucker, inventor of 'management by objectives', and onto many others. This was when management consultants (my first job title) took off, and management gurus were born. If industrialisation was all about bringing organisations together, traditional management was about making them work better, more efficiently, more productively and with fewer errors. Put simply, management aimed to identify the core business; do it better; and do it faster.

In the 21st century, the new rules of management are all about implementation. The organisations that will survive, and thrive, are those that focus on implementing—those whose very DNA is about creating and executing projects that matter,

who are all about implementing innovative projects that create new business. Apple's current success is an early indication of this trend. Improving on the core business is no longer enough.

Clayton Christensen, the Kim B. Clark Professor of Business Administration at the Harvard Business School, did some amazing research into a series of companies that went out of business when a disruptive technology came along. He wrote a book about his findings—*The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. And his findings were startling. He concluded that these companies did not fail because of bad management, but because of good management. He found that good management practice, which focused on the core business and existing customers, actually drives the failure of successful firms when they are faced with disruptive technology. We need to move from a management paradigm to an implementation paradigm in order to survive.

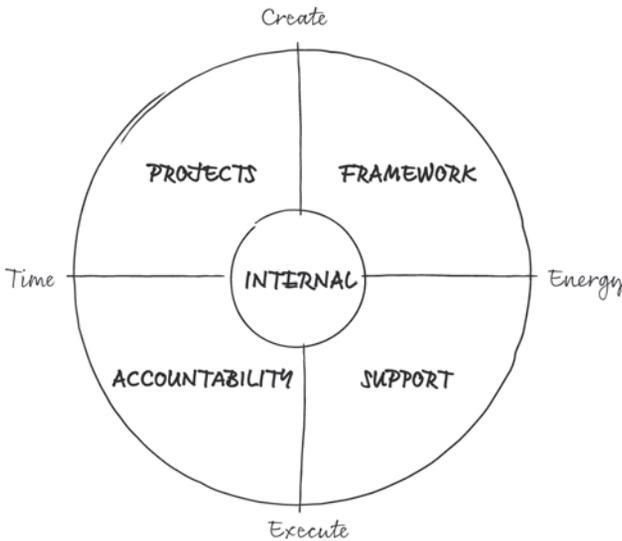
Unfortunately, most organisations are still set up in an old management paradigm. We measure the wrong things. Turnover, profit, share-price—our primary measures and key performance indicators in business—generally tell us how well our core business is going. An implementation focus will hurt those numbers in the short term. Generally, investing time, money and resources into projects that matter will initially increase expenses for no immediate increase in turnover. Of course, in two years or five years or ten years, we will see the return.

An implementation strategy says: 'Let's keep doing what we're doing, because it's our core business that allows us to do new, great things. Let's also launch some magical, audacious, risky projects and expect most of them to fail.' And the ones that succeed? They are our new strategy.

# How to implement projects that matter

Hopefully you're now convinced that implementation—the creation and execution of projects that matter—is important. Maybe it's the most important thing we do—and it's difficult. Personally, in our teams and in our organisations, we are just not wired for long-term projects. Fortunately, implementation is a skill that can be learnt, a muscle that can be developed. The remainder of this book is all about how to implement projects that matter. It is based upon the primary implementation model shown in figure 1.2.

Figure 1.2: primary implementation model



## *Create and execute*

Every project must be created and executed, and this makes up the vertical axis of our primary implementation model in figure 1.2 (p. 13).

Stephen Covey, author of *The 7 Habits of Highly Effective People*, says that to know, but not to do, is not really to know. In other words, ideas that don't lead to action aren't really worth anything.

Inventor Thomas Edison famously quantified the distinction between creation and execution when he said that genius was 'one per cent inspiration and 99 per cent perspiration'. Edison, like this book, had a bias towards action and execution.

When we think about innovation we often make the mistake of thinking it's all about creativity. We look for creative thinkers, and innovation training is largely about how to ideate—how to come up with more ideas. However, a brilliant idea not executed is worthless, just like a great insight that doesn't lead to action makes no difference.

Implementation requires creation *and* execution.

## *Time and energy*

The horizontal axis in figure 1.2 represents time and energy, and of course implementing anything requires both.

Implementing anything takes time, and a project is either finished on time, or it isn't. The flow of time is a critical element of both the creation and execution of projects.

A lot of headspace goes into managing time, but it is actually managing energy that is more important. One of the reasons implementing projects is difficult is that they take energy, and more often than not they require expending energy now for a reward that happens much later.

## *Internal and external*

There are internal and external elements to implementation. The internal elements are things like mindset, character and discipline, on a personal level; and things like culture and climate, when we look at our teams and organisations. The external elements are the structures we put around ourselves.

One of the myths of implementing projects that matter is that the art of implementation is predominantly internal. If we hear a motivational speaker talk about their success, they generally list all internal reasons—mindset, character, belief, discipline, integrity, and so on. Likewise the success or failure of our teams and organisations is largely attributed to the organisational equivalent—culture. And while all these internal components are important, success or failure of major projects is influenced more by the external structures—the things we put around ourselves and our teams to implement projects.

## *Five elements of implementation*

So, whether we are implementing projects in our personal lives, our teams or our organisations, there are five elements that we need to consider—you can see them all on the primary implementation model in figure 1.2. The first is the internal component—our mindset when we are looking at things personally, and the culture and climate of our teams and organisations. The four external elements are projects, framework, support and accountability.

Think about any long-term, meaningful goal that you have achieved, and you will find that all of these elements were present. Your mindset was aligned with the goal; you made a clear choice to go for that goal or undertake that project; and you were committed to it—not just interested in it. You had a framework and a methodology: you knew what to do (or you

learnt it along the way) and you were clear about why you were doing it. You had support: there were people in your life who were on your side, and you had an accountability structure to achieve the goal.

Now think about a long-term goal that you didn't achieve. One or more of these elements would probably have been missing. Perhaps you hadn't really chosen the project; you weren't clear on the methodology (that is, you didn't know what to do); you didn't have the support (in other words, someone to be accountable to); or the right structures in place that showed you what to do when. Yet, in your mind, you were probably saying you didn't achieve the goal because you weren't good enough; you didn't have enough discipline; or you were flawed in some way. Not true! It's just that you didn't structure the project effectively.

One of the reasons the university business model is so effective is that a university or college provides all the external elements required. I completed a bachelor degree in science in advanced physics at a Melbourne university straight out of high school. I now reflect on my lectures and that whole experience in almost speechless disbelief at how inefficient the whole process was, and how I passively allowed such a monumental waste of my time.

The standard model of undergraduate university teaching is something like this:

- 1 Read some background material.
- 2 Turn up to a lecture and take notes about what the lecturer talks about.
- 3 Summarise your notes and complete an assignment based on the notes.
- 4 Go to small tutorials to discuss these notes.
- 5 Sit an exam to test your memory of these notes.

A few years ago I was clearing out old boxes of papers when I stumbled across a thermodynamics exam that I had aced about 15 years earlier. I'd received 94 per cent for it. I looked through the questions and found not only that I couldn't do them—I didn't even understand them. I wouldn't have known where to start.

I remember preparing for the exam for that subject. The same professor had been teaching the subject for a decade, and looking at the previous exams we realised that his questions were on about a three-year rotation. If you could answer all the questions from the last three years' exams, you were pretty safe. So that's what I did. I played the game, committed those questions to my short-term memory, and learned pretty much nothing.

So what is the attraction of university? Why is this teaching model and business model still so attractive when the field of adult learning has come so far? I could have learned much more about physics and thermodynamics by spending the same amount of time with the right books, and these days the right websites.

It's because university gives us these four structures:

- 1 *Projects*. All the projects are created for us. There is the three-year project called the degree, the one-year project called year one (or two, or three) and the 15-week project called a semester, or a subject. We don't need to create our own long-term projects (which we are not that good at) because it's done for us.
- 2 *Framework*. The context, environment and methodology are all provided. Learning thermodynamics off your own bat would be difficult—we wouldn't know how. Which are the good books to read and which aren't? How should we sequence the different topics? What exercises should

we do? How should we chunk it? The university provides the methodology to follow and the environment to show up to.

- 3 *Support*. At university we get the support of our friends, our tutors, our lecturers and professors and the whole university infrastructure. We don't have to tackle our education on our own. Enrolment comes with a support structure.
- 4 *Accountability*. There is an accountability structure outside us. There are lectures to turn up to, tutorials to attend, papers to submit and exams to sit. If we don't show up it's noticed.

Because, for an undergrad, university provides these four things, the structure of success, its customers are willing to overlook outdated teaching practices. We acknowledge that even though it's not ideal, if we were left to our own devices we probably wouldn't persist long enough to learn anything significant, so we take the deal. It doesn't hurt that we get a bit of paper at the end of it.

My point is not about universities as such, but the power of providing the elements of implementation. The traditional undergraduate university degree is not best practice from an adult education point of view; far from it. But it does pretty well from an implementation perspective, by providing all the external elements of our primary implementation model.

The lesson we can learn from this is to make sure all these external elements are present in the projects we undertake. Throughout the rest of the book we will be unpacking all five elements across our personal lives, our teams and our organisations.

# About the author

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Peter Cook is passionate about helping people and organisations implement the important stuff. He is a master business coach, mentor, serial entrepreneur, author, and a warm and engaging presenter.



He has more than 15 years experience as a consultant and business coach, working with hundreds of businesses from one-man start-ups to some of the biggest companies in the world. Peter runs programs across Australia, New Zealand, Asia and the United States to help thought leaders and organisations implement the projects that matter.

He is happily married to his gorgeous wife, Trish, and, at the time of publishing, he and Trish had just welcomed their first daughter, Scarlett, into the family. The final manuscript of this book was due the same week as the baby. If these two projects weren't challenging enough, that week Peter and Trish also moved into their new house, which they had rebuilt in less than two months. When it comes to implementation, Pete clearly practises what he preaches!

After a decade of small business coaching, he now focuses on mentoring other thought leaders, whether they be consultants going it alone or leaders within larger organisations. In his spare time he plays significant roles in a couple of start-ups, writes the odd book, speaks about implementation and consults to organisations on their projects that matter.

You can find out what Pete is currently up to and get in touch at [www.petercook.com](http://www.petercook.com).

Peter Cook has nailed the one thing that separates the highly successful from the average. Projects that matter.

—MICHAEL PORT, author of *Book Yourself Solid* and *Beyond Booked Solid*

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**PETER COOK** is passionate about helping people implement projects that matter. He is a master business coach, mentor, entrepreneur, best-selling author and a second-degree black belt in aikido. Peter has more than 15 years' experience as a consultant and business coach working with hundreds of businesses from one-person start-ups to some of the biggest companies in the world.

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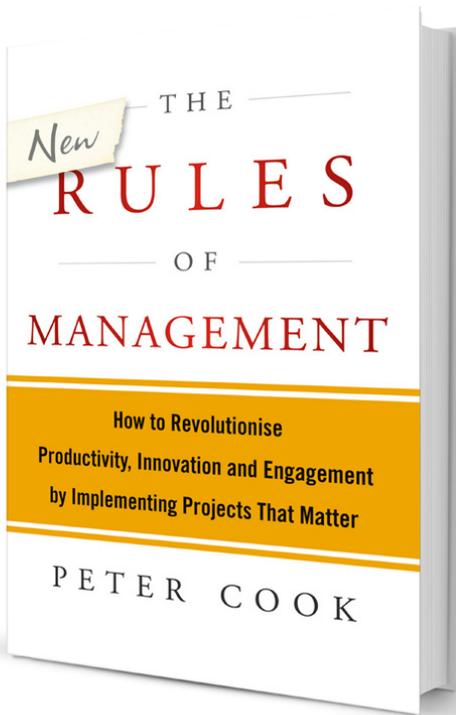
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