

TABLE OF CONTENTS

Introduction	xi
SECTION 1 - CONCEPT AND THEORY	1
Chapter 1 - Overview of the Socratic Management Paradigm.....	3
Chapter 2 - Setting the Context for the Management Paradigm...	15
Chapter 3 - What Could Possibly Go Wrong with the Socratic Management Paradigm?.....	21
Chapter 4 - In Praise of Approximation.....	29
SECTION 2 - THE THREE QUESTIONS THAT DEFINE THE PROBLEM.....	37
Chapter 5 - State the Problem	41
Chapter 6 - Articulate Why Solving the Problem Matters.....	49
Chapter 7 - Identify the Customers and Stakeholders	55
SECTION 3 - THE SIX QUESTIONS THAT CREATE A SOLUTION TO THE PROBLEM	61
Chapter 8 - Lay Out How to Solve This Problem	63
Chapter 9 - Match People to Tasks.....	75
Chapter 10 - Geography Matters	85
Chapter 11 - Check the Calendar.....	91
Chapter 12 - Got Time?	97
Chapter 13 - Got Money?	105
SECTION 4 - IMPLEMENTING THE PLAN	109
Chapter 14 - Monitoring	111
Chapter 15 - Learning	127

SECTION 5 - CASE STUDIES133

Chapter 16 - Case Study #1: Killing the Initiative.....135
Chapter 17 - Case Study #2: The Pitch of Your Life 143
Chapter 18 - Case Study #3: We're Moving to Albuquerque!.....151
Chapter 19 - Case Study #4: Where Are We Going for the
Honeymoon, Dear?.....159

SECTION 6 - GREAT MANAGERIAL TRAITS 165

Chapter 20 - Asking Questions Well.....167
Chapter 21 - Honesty and Courage.....173
Chapter 22 - Principled Flexibility, Skepticism, and Optimism.179
Chapter 23 - Listening to and Talking to Yourself187
Chapter 24 - Connecting Leadership and Management.....193
Chapter 25 - Simplify 199
Chapter 26 - Manage by Asking Around..... 203

Summary and Afterword..... 207
Acknowledgments..... 209
Biography..... 210
Bibliography.....211
Appendix 1: Pretty Good Rules and Questions for Managers....213
Appendix 2: All 11 Questions and Follow-on Questions215
Index219