

Take a look in the mirror

QAMIR HUSSEIN TAKES A LOOK AT A NEW MANAGEMENT BOOK, WHICH SHOW OWNER MANAGERS HOW TO FOCUS ON UNLEASHING THEIR TRUE LEADERSHIP POTENTIAL

This book attempts to equip you with the knowledge and skills to manage a business and get the most out of it, based on the experience of the author Blaise Brosnan, an independent management consultant, trainer and businessman with 35 years' practical business experience both in Ireland and internationally.

It does cover old ground, however, this is all framed from a viewpoint that the owner manager is the limiting factor and that the responsibility therefore for the success or otherwise of the business lies squarely on him or her.

You are the limiting factor is broken up into three sections and 16 chapters, starting with an internal focus on the owner manager and then moving onto business models and the dynamics of the business model. It's an easy read with workbook elements scattered throughout, designed to reinforce points made in the relevant chapters, making it very practical.

The first section is focused on you, the owner manager. This is identified as being the most important part of the business and therefore working on your internal mindset is the place to start when it comes to business. There's a strong implication here that this is neglected and overlooked by most people when dealing with managing a business, with the section covering internal motivations, the different types of decision-maker and the elusive hallmarks of success.

Although practical in nature, this book is full of examples, theory and background to help keep you thinking. At the same time, there is a sense of balance because the book isn't too text heavy and is written in an accessible style. It's enhanced with numerous case studies drawn from the author's own practical experiences of working with over 2,000 small to medium-sized enterprises over a 23-year period and

contains a number of templates to facilitate the reader in recording and monitoring their progress.

The brevity of the topics for me was a relief, and what I felt I knew before became a reminder, particularly with the exercises in the book, while reflecting on areas I wasn't strong on did open my mind and way of thinking.

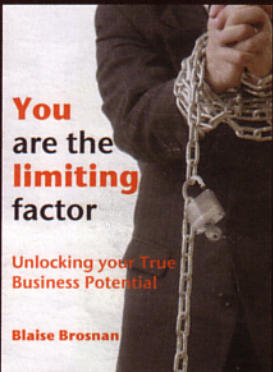
For me, the most important chapters – ie the ones that resonated most with me – are in section two, covering strategy and health-checking the business. Both of these chapters served as a reminder for me to focus on the bottom line.

Section three then brings the focus back on you and your skills, this time as applied to the knowledgeable manager, covering being an effective salesperson, negotiation, pricing and building a team. It effectively guides the reader through a manageable 'changing process' towards improving their output.

My one criticism of this book is that there isn't anything new and groundbreaking in it. A lot of it sounds like quite generic advice found in most management books. However, it does hammer home the point that, as the title states: 'You are the limiting factor', and the concepts addressed encourage the reader to think differently and make smarter decisions, thus enhancing their own capacity.

In summary, *You are the limiting factor* is a great overview of general management skills and know-how, and written by someone who is an authority on the subject.

In his concluding chapter, Brosnan offers nine key learning points from the book. These three stand out for me: 'Clarity of purpose is the bedrock of your future journey'; 'Don't sweat, those that get smart successful are smart not sweaty'; and 'What gets measured gets done'.



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Unlocking your True Business Potential
Blaise Brosnan

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By Blaise Brosnan

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Qamir Hussein, owner manager, QHC Consulting

