<< Practice of Adaptive>>

图书基本信息

书名: <<Practice of Adaptive Leadership A Fieldbook for Practitioners从业人员适应领导层手册>>

13位ISBN编号:9781422105764

10位ISBN编号:1422105768

出版时间:2009-4

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页数:326

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内容概要

We live in a time of danger and opportunity. Individuals, organizations, communities and countries must continuously adapt to new realities to simply survive. Wanting more, wanting to thrive even under constantly shifting and often perilous conditions, people in all sectors are called upon to lead with the courage and skill to challenge the status quo, deploy themselves with agility, and mobilize others to step into the unknown. Ron Heifetz first mapped a groundbreaking theory of leadership in the seminal book, Leadership Without Easy Answers. Followed by the bestselling Leadership on the Line, he and long-time Harvard colleague Marty Linsky offered a compelling set of arguments and stories to show how to lead and stay alive through the dangers of change.

Now Heifetz and Linsky, joined by Alexander Grashow, have distilled the learning from their combined sixty-plus years of leadership consulting, teaching and training around the globe into a practical hands-on guide to making your leadership both more effective and more powerful. The Practice of Adaptive Leadership will help you think and execute amidst profoundly changing complexity. With its comprehensive and systemic approach to assessing candidly the situation and yourself, and then taking action, its wisdom and advice are drawn also from the experiences of people like you, committed to advancing what you care about most.

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作者简介

Ron Heifetz and Marty Linsky are cofounders and Principals of Cambridge Leadership Associates and authors of previous books on adaptive leadership, with over fifty years of teaching and leadership consulting experience between them. Alexander Grashow is Cambridge Leadership Associates Director of Consulting Practice and has extensive experience as a leadership consultant, teacher, and trainer.

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书籍目录

Preface Acknowledgments Part One: Introduction: Purpose and Possibility 1. How to Use This Book Adaptive Challenges and Adaptive Capacity 2. The Theory Behind the Practice Overview The Distinguishing Technical Problems from Adaptive Challenges Illusion of the Broken System Living in the Disequilibrium Distinguishing Leadership from Authority Observe, Interpret, Intervene **Experiment and Take Smart Risks Smartly** Engage Above and Below the Neck Connect to **Purpose** 3. Before You Begin Don't Do It Alone Live Life as a Leadership Laboratory Resist the Leap to Action Discover the Joy of Making Hard Choices Part Two: Diagnose the System 4. Diagnose the System The Elegance and Tenacity of the Status Quo **Discover Structural Implications Cultural Norms and Forces** Recognize Default Interpretations and Behavior 5. Diagnose the Adaptive Determine the Technical and Adaptive Elements Listen to the Song Beneath the Words Challenge Four Adaptive Challenge Archetypes 6. Diagnose the Political Landscape Uncover Values Driving Behavior Acknowledge Loyalties Name the Losses at Risk Realize Hidden Alliances 7. Qualities of an Adaptive Organization Name the Elephants in the Room Share Responsibility for the Organization's Future Value Independent Judgment **Build Leadership Capacity** Institutionalize Reflection and Continuous LearningPart Three: Mobilize the System 8. Make Interpretations Notice When People Are Moving Toward the Left Sideof the Chart Reframe the Group's Default Interpretations Generate Generate a Diversity of Interpretations Multiple Interpretations **Audition Your Ideas** 9. Design Effective Interventions Step 1: Get on the Balcony Step 2: Determine the Ripeness of the Issue in the System Step 3: Ask, Who Am I in This Picture? Step 4: Think Hard About Your Framing Step 5: Hold Steady Step 6: Analyze the Factions That Begin to Emerge Step 7: Keep the Work at the Center of People's Attention.....

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