

图书基本信息

书名：<<领导盲点及他们会怎么做 Leadership Blind Spots and What To Do About Them>>

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## 内容概要

Today, leaders have many stakeholders in their learning – the livelihoods of thousands of people may depend on the quality of their leaders' decisions. The challenge facing these leaders is how to make the right decisions in conditions of complexity, uncertainty and rapid change. Based on in-depth research, this book shows how and why we develop blind spots that impede our ability to adapt and learn in complex, uncertain environments. Karen Blakeley offers radical new insights into how leaders learn on-the-job taking into account the emotional as well as rational challenges this type of learning presents. She helps leaders identify the subtle pressures that make it particularly difficult to keep on learning once they move into a leadership role – with potentially serious implications. In today's complex, changing environments, it is vital that leaders increase their learning agility in order to be able to perform at the highest possible levels. There are eight practices that leaders can implement to help them enhance their in-role learning and decision making: Direct attention ; Harness emotions ; Overcome defensiveness ; Deepen sensemaking ; Engage creativity ; Reality check ; Change behaviour ; Nurture integrity. Each area is explored in depth showing the potential blocks to their implementation and how to overcome them. There are also a number of exercises to help leaders effortlessly implement each practice on-the-job. Leadership Blind Spots offers a powerful and practical set of tools that will be doubtless become vital parts of every leader's toolkit. 作者简介： KAREN BLAKELEY is Assistant Director of the Centre for Leadership, Learning and Change at Cass Business School, City University and is also a director of Waverley Learning – a leadership development company. She recently completed her doctorate looking at how managers learned when their organisations went through change. Karen originally trained in finance and worked in the City for five years. She subsequently qualified as an organisational psychologist and has spent over 15 years helping individuals and organisations adapt to change. Karen has appeared on TV, radio and in the press commenting on the psychology of high performance in demanding environments such as dealing rooms in the City. She regularly presents at conferences and has had a number of articles published in the area of senior executive coaching. Karen is working with a number of top international companies developing new tools and techniques to promote 'learning agility' amongst their current and future leaders.

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