

<<多面领导>>

图书基本信息

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内容概要

In this groundbreaking new book, Bob Kaplan and Rob Kaiser introduce an innovative approach to identifying and correcting lopsidedness in leaders. You will discover how to make optimal use of your strengths and avoid getting trapped in a one-dimensional mindset that results in too much of a good thing. Based on twenty years of research and extensive work with senior leaders, *The Versatile Leader* is packed with illustrative cases and practical applications. The book is equally useful for self-improvement and for coaching other managers.

书籍目录

Acknowledgments. Preface: Oversights and Insights. Part I: A Perspective on Leadership Assessment. There is a disconnect between what is generally known about leadership and the way leaders are assessed in most organizations. The first part of the book identifies these oversights and recommends ways of correcting for them. The first part, largely descriptive, lays out the book 's foundation. 1. Think Volume Control: Don ' t Overuse Your Strengths. 2. " Mirror, Mirror . . . " : Look for Excess Too. 3. Know Your Own Strength. 4. The Impact of Mind-Set: Learning the Inner Game of Leadership. Part II: Two Major Oppositions in Leadership. Of all the oppositions, dichotomies, polarities or dualities in leadership, two stand out as arguably the most important to a leader ' s effectiveness. They are: (1) forceful and enabling leadership, and (2) strategic and operational leadership. 5. Forceful and Enabling Leadership: The Power of Both. 6. Strategic and Operational Leadership: The Power of Both. Part III: Prescriptions for Development. The third part offers ways to correct overdoing it, underdoing it, and the combination of both, lopsidedness. All three chapters describe the outer/behavioral work of development and the inner/personal work of development. The book concludes with an elaboration of an ideal of versatility, which if not a destination that most leaders will reach can nevertheless serve as a direction for their development. 7. Throttling Back. 8. Revving Up. 9. Adjusting Both Sides. 10. The Multi-Versatile Leader. Appendix. Notes. Index. About the Authors. About the (patented) Leadership Versatility Index. Pfeiffer Publications Guide.

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