

The Leadership Pipeline How To Build The Leadership Powered Company

Clinical leadership and teamwork improve the quality, safety, and cost-effectiveness of healthcare delivery. Due to this, a growing number of healthcare systems are requiring their clinicians to participate in formal leadership training programs, but instructors face the challenge of how to successfully develop and measure these programs. *Preparing Physicians to Lead in the 21st Century* provides innovative insights into improving healthcare delivery and the impact of formal leadership training on the personal and professional life of medical professionals. It examines the form, function, and design of clinical leadership programs and their relationships to value-based decision making and creating a successful organized learning climate. Highlighting topics such as program assessment, cohort relationships, and clinical leadership standards, this book is designed for educators, instructional designers, medical professionals, researchers, and academicians.

First Published in 2003. Routledge is an imprint of Taylor & Francis, an informa company.

A new, enlarged edition of the bestselling leadership guide, with extensive new material.

Great leaders are driven to win. Yet career wins can come at great cost to your health, relationships, and personal well-being. Why does it seem impossible to both win at work and succeed at life? Michael Hyatt and Megan Hyatt Miller know we can do better because he's seen it in his more than four decades as a successful executive and a loving and present husband and father. Today Michael and his daughter, Megan

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Hyatt Miller, coach leaders to live the double win. Backed by scholarly research from organizational science and psychology, and illustrated with eye-opening case studies from across the business spectrum and their own coaching clients. *Win at Work and Succeed at Life* is their manifesto on how you can achieve work-life balance and restore your sanity. With clarity, humor, and plenty of motivation, *Win at Work and Succeed at Life* gives you - an understanding of the historical and cultural forces that have led to overworking - 5 principles to rethink work and productivity from the ground up - simple but proven practices that enable you to slow down and reclaim your life - and more Refuse the false choice of career versus family. You can achieve the double win in life. This edited volume examines innovative ways of preparing, supervising, and evaluating principals and explores factors that promote effective leadership practices. Chapter authors consider how principals' leadership practices affect teachers' instruction, satisfaction, commitment, retention, and effectiveness, and present evidence that principals can influence key student outcomes as well. Covering topics such as school leaders' use of time, their efforts to reduce implicit bias, how leadership practices are associated with teachers' workplace attitudes, leadership and student achievement, and how school leaders can best be supported under new federal legislation, this volume is a "must read" for educational leadership and policy faculty, school and district administrators, and researchers committed to promoting effective principal leadership.

"Tribal Leadership gives amazingly insightful perspective on how people interact and succeed. I learned about myself and learned lessons I will carry with me and reflect on for the rest of my life." —John W. Fanning, Founding Chairman and CEO napster Inc. "An unusually nuanced view of high-performance cultures." —Inc. Within each corporation are anywhere from a

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few to hundreds of separate tribes. In *Tribal Leadership*, Dave Logan, John King, and Hallee Fischer-Wright demonstrate how these tribes develop—and show you how to assess them and lead them to maximize productivity and growth. A business management book like no other, *Tribal Leadership* is an essential tool to help managers and business leaders take better control of their organizations by utilizing the unique characteristics of the tribes that exist within.

If talent is the leading indicator of whether a business is up or down, a success or a failure (and it is) . . . do you know how to accurately judge raw human talent? Understand a person's unique combination of traits? Develop that talent? Convert what supposedly are "soft" subjective judgments about people into objective criteria that are as specific, verifiable, and concrete as the contents of a financial statement? The talent masters do. They put people before numbers for the simple reason that it is talent that delivers the numbers.

Success comes from those who are able to extract meaning from events and the forces affecting a business, and are able to look at the world and assess the risks to take and the risks to avoid. The *Talent Masters* itself stems from a unique combination of talent: During a forty-year career at General Electric, Bill Conaty worked closely with CEOs Jack Welch and Jeff Immelt to build that company's worldrenowned talent machine. Ram Charan is the legendary advisor to companies around the world. Together they use their unparalleled experience and insight to write the definitive book on talent—a breakthrough in how to take a business to the next level:

- Secrets of the masters. The specifics on how companies regarded as world-class—GE, P&G, Hindustan Unilever (and others)—base their stellar performance decade after decade on their systems for finding and nurturing leadership talent.
- Intimate and systemic. Why deep knowledge and intimacy

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with your talent and a systemic rhythm of reviews are the foundation for creating a steady, selfrenewing stream of leaders for all levels of an organization—from first-line supervisors to the CEO. • The competency that lasts. Financial results, market share, brand, and legacy products all have a half-life that seems to grow shorter by the year. Talent is the only competency that endures. • What to do Monday morning. The Talent Masters tool kit provides the specific guidelines for assessing and improving your company's talent mastery capabilities.

Set your sights on High-Potential leadership and help your organization thrive In today's tumultuous and rapidly evolving business environment, High-Potential leaders are in high demand. Do you possess the relationship skills, strategic vision, innovation, and determination needed to thrive as a high-potential leader in your organization? New York Times bestselling author Ram Charan answers that question and helps you hop on the fast-track to leadership success in this insightful guide. Traditionally, leaders have risen up through the ranks based on their cognitive abilities, analytical skills, thoroughness, and even perfectionist tendencies, but as modern businesses have moved to a more digitally-driven model, the criteria for leaders has markedly changed. The High-Potential Leader explains the modern business climate while highlighting the critical role relationship building, communication style, engagement, and ability to motivate and bring out the best performance in others play in becoming an impactful leader. Whether you're just embarking on your leadership journey or are ready to make the leap to the next leadership level, Charan's real-world lessons and practical advice will help you discover who you are as a leader, chart your path, accelerate your growth, and ultimately, become the high-potential leader your organization needs to succeed.

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Hubo una vez una compañía de éxito que creció gracias a la energía de su fundador, una persona creativa e ingeniosa, pero que insistía en tomar la mayoría de las decisiones estratégicas. Casi toda la información corporativa fluía hacia, desde y a través de él, siendo el centro del que provenía la autoridad para actuar. Así, cuando hubo que sustituirlo, la empresa entró en una espiral negativa que marcó el inicio de su desaparición, ya que no había una cultura de liderazgo compartida, sino un único líder que trazaba el camino. Los líderes van y vienen, pero una sólida marca de liderazgo corporativo es el oxígeno que renueva el ambiente de la organización y ofrece resultados de valor perdurables en el tiempo, que aumentan la satisfacción de clientes, empleados e inversores. Entre en el apasionante mundo del liderazgo de la mano de Dave Ulrich y Norm Smallwood y conozca las seis etapas clave para incorporar el liderazgo como capacidad organizativa para generar confianza y credibilidad en sus públicos internos y externos.

Why do some people achieve great personal success, yet never succeed in building a business or making an impact in their organization? John C. Maxwell knows the answer. "The greatest leadership principle that I have ever learned in over twenty-five years of leadership," says Maxwell, "is that those closest to the leader will determine the success level of that leader." It's not enough for a leader to have vision, energy, drive, and conviction. If you want to see your dream come to fruition, you must learn how to develop the leaders around you. Whether you're the leader of a non-profit

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organization, small business, or Fortune 500 company, Developing the Leaders Around You can help you to take others to the limits of their potential and your organization to a whole new level.

www.DevelopingTheLeadersAroundYou.com

The single most important skill in coaching is asking powerful questions. In this volume, master coach trainer Tony Stoltzfus joins with 12 other professional coaches to present dozens of valuable asking tools, models and exercises, then illustrates these coaching strategies with over 1,000 examples of penetrating questions. Covering the gamut from basic techniques like options and actions to advanced concepts such as challenge and reframing, Coaching Questions is a book that will find a home on any coach's short list of handy references. Coaching Questions: A Coach's Guide to Powerful Asking Skills includes:

1. Dozens of asking tools, models, and strategies.
2. The top ten asking mistakes coaches make, and how to correct each one.
3. Nearly 1200 examples of powerful questions from real coaching situations.
4. Destiny discovery tools organized in a four-part life-purpose model.
5. Overviews of 15 popular coaching niches, with a tool and examples for each.
6. A schedule of training exercises to help you become a "Master of Asking".

The guide that defines the results required at each organizational level to sustain business success It's not enough to build a company full of people with leadership skills. The Performance Pipeline digs deep into the real work of executing business results at each leadership layer. Filled with lessons and examples from the author's

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40 years of experience Shows how to set performance standards, make sure the right work is being done, and remove performance barriers Illustrates how leaders can make the transition to the next level and achieve full performance This book gives leaders in any industry an advantage over the competition.

An updated and revised version of the bestselling *The Leadership Pipeline* – the critical resource for how companies can grow leaders from the inside. In business, leadership at every level is a requisite for company survival. Yet the leadership pipeline – the internal strategy to grow leaders – in many companies is dry or nonexistent. Drawing on their experiences at many Fortune 500 companies, the authors show how organizations can develop leadership at every level by identifying future leaders, assessing their corporate confidence, planning their development, and measuring their results. New to this edition is 65 pages of new material to update the model, share new stories and add new advice based on the ten more years of experience. The authors have also added a "Frequently Asked Questions" section to the end of each chapter.

What do the best leaders have in common? As president of MAP, John Manning should know. MAP has helped tens of thousands of top executives accelerate their leadership and management performance. Manning says the answer is one word: discipline. But for Manning, discipline has a very specific meaning. All leaders have scores of things they could do. But a disciplined leader is one who identifies and focuses on the Vital Few: the 20 percent of activities that will drive 80 percent of the

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results. And the results that are most important are those tied to the organization's most precious asset: its people. The Disciplined Leader offers fifty-two succinct lessons to help you home in on your own Vital Few in three critical areas: leading yourself, leading your team, and leading your organization. Each lesson comes with recommended tactics and practical “Take Action!” tips for implementing it, so there are literally hundreds of pieces of must-know, time-tested advice here. The chapters are self-contained, so you can read them in any order and come back to the ones that resonate with you—your own Vital Few! This is a hands-on, nuts-and-bolts guide to leadership practice that's built to inspire action, drive change, and achieve results.

The world's most trusted guide for leaders in transition Transitions are a critical time for leaders. In fact, most agree that moving into a new role is the biggest challenge a manager will face. While transitions offer a chance to start fresh and make needed changes in an organization, they also place leaders in a position of acute vulnerability. Missteps made during the crucial first three months in a new role can jeopardize or even derail your success. In this updated and expanded version of the international bestseller *The First 90 Days*, Michael D. Watkins offers proven strategies for conquering the challenges of transitions—no matter where you are in your career. Watkins, a noted expert on leadership transitions and adviser to senior leaders in all types of organizations, also addresses today's increasingly demanding professional landscape, where managers face not only more frequent transitions but also steeper

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expectations once they step into their new jobs. By walking you through every aspect of the transition scenario, Watkins identifies the most common pitfalls new leaders encounter and provides the tools and strategies you need to avoid them. You'll learn how to secure critical early wins, an important first step in establishing yourself in your new role. Each chapter also includes checklists, practical tools, and self-assessments to help you assimilate key lessons and apply them to your own situation. Whether you're starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how you manage your transition will determine whether you succeed or fail. Use this book as your trusted guide.

No company is too small to plan for its leadership future. *Feeding Your Leadership Pipeline* provides a blueprint for leadership development that addresses the unique challenges of small to mid-sized companies. It helps business leaders identify high-potential talent, define key leadership competencies, build an affordable and effective leadership development program, harness the power of mentoring and coaching, evaluate program effectiveness, and calculate what it will cost.

Based on an acclaimed professor's legendary strategy course at Harvard Business School, *The Strategist* offers a radically new perspective on a leader's most vital role. "Are you a strategist?" That's the first question Cynthia Montgomery asks the business owners and senior executives from all over the world who participate in her highly regarded executive education course. It's not a question they anticipate or care much about on opening

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day. But by the time the program ends, they cannot imagine leading their companies to success without being—and living the role of—a strategist. Over a series of weeks and months, Montgomery puts these accomplished executives through their paces. Using case discussions, after-hours talks, and participants' own strategy dilemmas, she illuminates what strategy is, why it's important, and what it takes to lead the effort. En route, she equips them to confront the most essential question facing every business leader: Does this company truly matter? In doing so, she shows that strategy is not just a tool for outwitting the competition; it is the most powerful means a leader has for shaping a company itself. The Strategist exposes all business leaders—whether they run a global enterprise or a small business—to the invaluable insights Montgomery shares with these privileged executives. By distilling the experiences and insights gleaned in the classroom, Montgomery helps leaders develop the skills and sensibilities they need to become strategists themselves. It is a difficult role, but little else one does as a leader is likely to matter more.

The new grand theory of leadership by Ram Charan
The breakthrough book that links know-how—the skills of people who know what they are doing— with the personal and psychological traits of the successful leader. How often have you heard someone with a commanding presence deliver a bold vision that turned out to be nothing more than rhetoric and hot air? All too often we mistake the appearance of leadership for the real deal. Without a doubt, intelligence, vision, and the ability to

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communicate are important. But something big is missing: the know-how of running a business—the capacity to take it in the right direction, do the right things, make the right decisions, deliver results, and leave the people and the business better off than they were before. For well over four decades, Ram Charan has been learning in the most visceral way the underlying reasons why leaders succeed and fail. As one of the most influential advisers to top management teams of leading companies around the world, he has had a front-row seat to observe the cause and effect of leadership practices and behaviors. Ram Charan's insight into the real content of leadership provides you with the eight fundamental skills needed for success in the twenty-first century:

- Positioning (and, when necessary, repositioning) your business by zeroing in on the central idea that meets customer needs and makes money
- Connecting the dots by pinpointing patterns of external change ahead of others
- Shaping the way people work together by leading the social system of your business
- Judging people by getting to the truth of a person
- Molding high-energy, high-powered, high-ego people into a working team of leaders in which they equal more than the sum of their parts
- Knowing the destination where you want to take your business by developing goals that balance what the business can become with what it can realistically achieve
- Setting laser-sharp priorities that become the road map for meeting your goals
- Dealing creatively and positively with societal pressures that go beyond the economic value creation activities of your business

Know-How is

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the missing link of leadership. By showing how the eight know-hows link to, interact with, and reinforce personal and psychological traits, Ram Charan provides a holistic and innovative portrait of successful leaders of the twenty-first century.

Confronting Reality will change the way you think about and run your business. It is the first book that shows how to connect the big picture of the new era of business with the nitty-gritty of what to do about it. Through a completely new way to understand and use the business model as the primary tool for confronting reality—a breakthrough that will become the management innovation of this decade—you'll know sooner rather than later whether your fundamental business premise is under assault, where your best opportunities lie, what you should change and what you should leave alone, and how to realistically plan the future of your business. The fundamentals of how a business makes money are being rapidly and permanently altered by sweeping structural changes. With their extraordinary depth and breadth of experience, Larry Bossidy and Ram Charan are the ideal guides for everyone—entrepreneur, mid-level manager, or CEO—about what is to be done so you can get things right in this challenging, radically changed world. They start by showing you how to understand the most fundamental element of any business: whether you can realistically make the money you hope to in the game you're playing. Bossidy and Charan show how to use the business model to develop a robust, reality-based process for thinking about the specifics of your business in a holistic way. They show how to tie together

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the financial targets you must meet, the external realities you face, and internal activities such as strategy development, operating tactics, and selection and development of people. Through the lens of the business model, as well as the skillful use of initiatives and development of people with the right leadership characteristics, you'll see how Robert Nardelli at Home Depot, Jim McNerney at 3M, Dick Harrington at the Thomson Corporation, Michael Wisbrun at KLM, Joseph Tucci at EMC, and John Chambers at Cisco confronted reality. Whether they faced crisis or opportunity, all made the right kinds of changes through a combination of business savvy (the art of understanding the fundamentals driving a business) and business model thinking.

Competition is fiercer today than ever before, and effective leadership represents a rare source of competitive advantage. With strong leadership and a richly stocked pool of future leaders, organizations prosper and endure. There is an easy case to make for the imperative of investing in tomorrow's leaders today. It's the law of supply and demand: more organizations in greater competition under increased pressure to perform put a premium on scarce talent. The labor economy has become a seller's market, and poaching or luring talent away from other organizations is a losing proposition. The alternative is to become good at developing your talented managers into great leaders and aggressively seeking out potential and developing it anywhere and everywhere you can find it across the organization. The purpose of this volume is to share what has been

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learned in the last few years of increased attention to the systematic and strategic cultivation of leadership talent. The time is ripe for leading practitioners to share key lessons about building and filling a leadership pipeline. Together, these authors have more first-hand experience in leadership development and succession planning than you're likely to find anywhere else. And here, they show companies how to create a pipeline of talent that will continuously fill their leadership needs-needs they may not even yet realize. The Leadership Pipeline delivers a proven framework for priming future leaders by planning for their development, coaching them, and measuring the results of those efforts. Moreover, the book presents a combination leadership-development/succession-planning program that ensures a steady line-up of leaders for every critical position within the company. It's an approach that bolsters the retention of intellectual capital as it eliminates the need to go outside for expensive "stars," who will probably jump ship before they reach their full potential anyway.

Leaders face numerous critical crossroads in their careers, moments that can provide extraordinary learning and growth opportunities or ensnare them and prevent further development. The good thing about these passages is that they're predictable, and with proper preparation, leaders not only can survive them to become stronger but can use these experiences to enhance their leadership, compassion, and effectiveness. This book lays out thirteen specific "leadership passages" based on research, interviews, and coaching of senior executives in such well-known

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companies as Johnson & Johnson, Novartis, Intel, GE, and Bank of America. For each passage, the authors describe what to expect, how the passage constitutes a choice point, and what effective leaders do to navigate and grow from the challenge. Some of the passages include: moving into a leadership role for the first time, dealing with significant failure for which you are responsible, derailing/losing your job, being acquired/merging, losing faith in the system, understanding the importance of children, family and friends, and personal upheavals such as divorce, illness, and death. The authors provide a wealth of practical tools and techniques to improve your leadership, along with real-life examples from recognizable leaders and breakthrough ways in which companies can use the concept of leadership passages to grow talent.

Practical advice for making the shift to your first leadership position

The number of people who will become first-time supervisors will likely grow in the next 10 years, as Baby Boomers retire. Perhaps the most challenging leadership experience anyone will face isn't one at the top, but their first promotion to leadership. They must deal with the change and uncertainty that comes with a new job, requiring new skills, and they've been promoted from peer to leader. While the book addresses the needs of any manager, supervisor, or leader, it pulls from the best leadership and management thinking, and puts the focus on the difficulties that new leaders experience. Includes practical information for new managers who must supervise friends and former peers

Authors are expert consultants who work with

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leaders at all levels Shows how to adopt the mindset of a leader, including: communicating change, giving feedback, coaching employees, leading productive teams, and achieving goals This much-needed book can help new leaders get beyond the stress and fear to focus on becoming the most effective leader they can be--starting right now.

"Authors Eric Geiger and Kevin Peck argue that churches that consistently produce leaders have a strong conviction to develop leaders, a healthy culture for leadership development, and helpful constructs to systematically and intentionally build leaders. All three are essential leaders to be formed through the ministry of a local church."--Back cover.

Leaders Made Here Great leaders create great organizations. However, a scarcity of leaders today means a shortfall in performance tomorrow. Don't gamble with your company's future! You don't need to hope that leaders emerge from the ranks or that search firms can find the leaders you need in a timely fashion. Hope is not a strategy! You can build an organizational culture that will ensure your leadership pipeline is full and flowing. Bestselling author and Chick-fil-A executive Mark Miller describes how to nurture leaders throughout the organization, from the front lines to the executive ranks. Leaders Made Here outlines a clear and replicable approach to creating the leadership bench every organization needs. To bring his ideas to life, Miller uses the story of Blake, a new CEO, and

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Charles and old friend and colleague, as they search for the best practices from around the world to ensure a continuous supply of their most precious asset – leaders. Blake and his team then translate their findings into a practical plan that any organization can use to create a leadership culture, sustained competitive advantage, and long-term success.

What makes a great leader? It's a question that has been tackled by thousands. In fact, there are literally tens of thousands of leadership studies, theories, frameworks, models, and recommended best practices. But where are the clear, simple answers we need for our daily work lives? Are there any? Dave Ulrich, Norm Smallwood, and Kate Sweetman set out to answer these questions—to crack the code of leadership. Drawing on decades of research experience, the authors conducted extensive interviews with a variety of respected CEOs, academics, experienced executives, and seasoned consultants—and heard the same five essentials repeated again and again. These five rules became The Leadership Code. In The Leadership Code, the authors break down great leadership into day-to-day actions, so that you know what to do Monday morning. Crack the leadership code—and take your leadership to the next level.

Get real results for your business – maximize your training and development programs Corporate

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learning and development programs play an undeniable role in successful business endeavors, but only when they're done right. The significant revisions in the third edition of *The Six Disciplines of Breakthrough Learning* add fresh, timely elements to a resource that has become known globally as a trusted guide for professionals determined to get the most of their companies' training and development programs. All-new examples, tools, guides, and insights combine to make an excellent, all-in-one resource for everyone from workplace professionals and HR managers to training development providers and business leaders looking to maximize the return on their enterprise's learning budget. Infused with current research and recent case studies, this resource serves as a practical guide that recommends concrete actions for producing tangible results. Tools, guides, and checklists in every chapter ensure that readers walk away with meaningful strategies that can be implemented right away. The book includes: A complete review of research drawn from thousands of insights, goals, and lessons learned Specific strategies and actions that can be put into effect quickly for immediate results A focus on ROI for business leaders wanting to make a clearer connection between dollars spent and new skills gained Checklists in each chapter to help learning organizations perform quality audits of new and existing learning programs

The third edition of

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The Six Disciplines of Breakthrough Learning contains so many new resources and so much thoroughly-revised content that even those who own previous editions will find its reinvigorated approach highly beneficial. Strengthen the link between your learning efforts and your business goals with this increasingly popular, globally recognized resource.

Is your leadership a competitive advantage, or is it costing you? How do you know? Are you developing your leadership effectiveness at the pace of change? For most leaders today, complexity is outpacing their personal and collective development. Most leaders are in over their heads, whether they know it or not. The most successful organizations over time are the best led. While this has always been true, today escalating global complexity puts leadership effectiveness at a premium. Mastering Leadership involves developing the effectiveness of leaders—individually and collectively—and turning that leadership into a competitive advantage. This comprehensive roadmap for optimal leadership features: Breakthrough research that connects increased leadership effectiveness with enhanced business performance The first fully integrated Universal Model of Leadership—one that integrates the best theory and research in the fields of Leadership and Organizational Development over the last half century A free, online self-assessment of

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your leadership, using the Leadership Circle Profile, visibly outlining how you are currently leading and how to develop even greater effectiveness The five stages in the evolution of leadership—Egocentric, Reactive, Creative, Integral, and Unitive—along with the organizational structures and cultures that develop at each of these stages Six leadership practices for evolving your leadership capability at a faster pace A map of your optimal path to greater leadership effectiveness Case stories that facilitate pragmatic application of this Leadership Development System to your particular situation This timeless, authoritative text provides a systemic approach for developing your senior leaders and the leadership system of your organization. It does not recommend quick fixes, but argues that real development requires a strategic, long-term, and integrated approach in order to forge more effective leaders and enhanced business performance. Mastering Leadership offers a developmental pathway to bring forth the highest and best use of yourself, your life, and your leadership. By more meaningfully deploying all of who you are every day, individually and collectively, you will achieve a leadership legacy consistent with your highest aspirations.

Based on the popular Developing Leadership Talent program offered by the acclaimed Center for Creative Leadership, this important resource offers a

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nuts-and-bolts framework for putting in place a leadership development system that will attract and retain the best and brightest talent. Step by step, the authors explain how alignment with strategic goals and organizational purpose and effective developmental experiences are the backbone of a successful leadership program. An authoritative and useful book, *Developing Leadership Talent* is an essential tool for any leadership program.

#1 NEW YORK TIMES BESTSELLER • Brené Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research conducted with leaders, change makers, and culture shifters, she's showing us how to put those ideas into practice so we can step up and lead. Look for Brené Brown's new podcast, *Dare to Lead*, as well as her ongoing podcast *Unlocking Us!* **NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG** Leadership is not about titles, status, and wielding power. A leader is anyone who takes responsibility for recognizing the potential in people and ideas, and has the courage to develop that potential. When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions. We don't see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don't avoid difficult conversations and situations; we lean into vulnerability when it's necessary to do

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good work. But daring leadership in a culture defined by scarcity, fear, and uncertainty requires skill-building around traits that are deeply and uniquely human. The irony is that we're choosing not to invest in developing the hearts and minds of leaders at the exact same time as we're scrambling to figure out what we have to offer that machines and AI can't do better and faster. What can we do better? Empathy, connection, and courage, to start. Four-time #1 New York Times bestselling author Brené Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love. Brown writes, "One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It's learning and unlearning that requires brave work, tough conversations, and

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showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It's why we're here." Whether you've read *Daring Greatly* and *Rising Strong* or you're new to Brené Brown's work, this book is for anyone who wants to step up and into brave leadership.

Former Procter & Gamble Vice President for IT and Shared Services, Tony Saldanha gives you the keys to a successful digital transformation: a proven five-stage model and a disciplined process for executing it. Digital transformation is more important than ever now that we're in the Fourth Industrial Revolution, where the lines between the physical, digital, and biological worlds are becoming ever more blurred. But fully 70 percent of digital transformations fail. Why? Tony Saldanha, a globally awarded industry thought-leader who led operations around the world and major digital changes at Procter & Gamble, discovered it's not due to innovation or technological problems. Rather, the devil is in the details: a lack of clear goals and a disciplined process for achieving them. In this book, Saldanha lays out a five-stage process for moving from digitally automating processes here and there to making digital technology the very backbone of your company. For each of these five stages, Saldanha describes two associated disciplines vital to the success of that

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stage and a checklist of questions to keep you on track. You want to disrupt before you are disrupted—be the next Netflix, not the next Blockbuster. Using dozens of case studies and his own considerable experience, Saldanha shows how digital transformation can be made routinely successful, and instead of representing an existential threat, it will become the opportunity of a lifetime. Most pastors say that the need to identify and develop leaders is critical to the health and growth of their church. Yet, most churches do not have an intentional plan for doing this. In this book, Mac Lake reveals a practical strategy for addressing this problem. How do you develop leaders in a church setting—good leaders, qualified leaders, leaders who are committed, who possess the DNA of the church, and leaders who produce results? The majority of churches have tried everything, but is what they are doing working? Unfortunately, in most cases, no. The Multiplication Effect is a proven, tested program, designed using unique training modules to help identify potential leaders, equip and disciple them at every level of their leadership journey, and empower them to multiply themselves by developing other leaders. Churches who use this plan will become “cultures” of leader development built into the structure and mission statement of the church and thus solve their leadership shortage.

The phenomenon of uncertainty is not new; what is

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new is its intensity and potential to change industries and destroy companies. Business leaders can be on the defensive, or they can be on offense, prepared to lead decisively. The ability to deal with uncertainty is perhaps the paramount skill leaders must have to be successful in this era. Without it they risk becoming personally obsolete and driving their companies off a cliff. In *The Attacker's Advantage*, renowned business expert and bestselling author Ram Charan shows what skills are needed to be able to spot the disruption that is coming, and what actions are necessary to take advantage of these changes. While many leaders know how to cope with operational uncertainty—when, for example, revenue fluctuates—the same cannot be said for dealing with structural uncertainty that can alter the money-making patterns of a company, industry or entire economic sector. Charan demonstrates the huge upside offered by structural uncertainty and provides the concepts and tools—such as being able to spot the catalysts of disruption, building organizational preparedness, developing a financial understanding of the consequences—to take advantage of forces that are creating new customer needs, market segments and ways to make money. Uncertainty is now ubiquitous. The sources of structural change are so varied and fast moving, and their convergence so unpredictable. Digitization and the integration of technologies through software and

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hardware has already impacted many businesses, but much more is to come. With his unparalleled ability to cut through complexity and provide workable solutions, Ram Charan provides his readers with the ability to anticipate and deal with the biggest threats facing their business.

Fine-tune your leadership skills, solidify respect among your workforce, and ensure your company's lasting success with tools from a winning CEO.

When Martin G. Moore was asked to rescue a leading energy corporation from ever-increasing debt and a lack of executive accountability, he faced an uphill battle. Not only had he never before stepped into the role of CEO; he also had no experience in the rapidly evolving energy sector. Relying on the practical leadership principles he had honed throughout his thirty-three-year career, he overhauled the company's culture, redefined its leadership capability, and increased earnings by a compound annual growth rate of 125 percent. In *No Bullsh!t Leadership*, Moore outlines these proven leadership principles in a clear, direct way. He sweeps away the mystical fog surrounding leadership today and lays out the essential steps for success. Moore combines this tangible advice with honest, real-world examples from his own career to provide a no-nonsense look at the skills a true leader possesses. Moore's principles for no bullshit leadership focus on:

- Creating value by focusing

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only on the things that matter most · Facing conflict, adversity, and ambiguity with decisiveness and confidence · Setting uncompromising standards for behavior and performance · Selecting and developing great people · Making those people accountable, and empowering them to do their best · Setting simple, value-driven goals and communicating them relentlessly Though the steps aren't easy, they are guaranteed, if implemented, to lift your leadership—and your organization—to a higher level. Wherever you are in your career, No Bullsh!t Leadership will help you develop the skills and form the habits needed to become a no bullshit leader. Training the next generation of leaders is crucial to spreading the gospel, yet most churches have no formal way of doing this. Why? Tight budgets, small staffs, and a lack of know-how are just a few reasons suggested by church consultants Aubrey Malphurs and William Mancini in this groundbreaking book. Building Leaders provides real-life examples of ways churches can unleash their true ministry potential by training staff members and laypeople to lead. With step-by-step instructions that can be applied to any church or parachurch ministry, Building Leaders shows readers how to: - empower, not just train, leaders - overcome obstacles to developing leaders - identify emerging leaders - use biblical models for training leaders - form a leadership training program to fit any size or budget Packed with surveys,

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discussion questions, and a leadership development guide, *Building Leaders* will encourage leaders to "duplicate themselves" in order to see their ministry grow. It is a perfect resource for ministry students, church leaders, and pastors.

LET'S GET REAL The vast majority of leadership development programs don't work. Not only do they feel irrelevant--failing to address the issues that keep leaders up at night--even when they are on point, without built-in opportunities for leaders to practice what they've learned, those lessons don't stick. To cultivate better leaders--ones who can serve as the next generation of senior management, bring business to new heights, and stay with the organization long enough to create lasting change--we need a better solution. *Leaders Deserve Better* is that solution. Relying on her experience working with leaders, Jennifer Mackin begins by laying out the problem with standard development practices using real-life examples that illustrate the impact of inadequate development. She gives readers a glimpse of the myriad benefits of a better--and entirely revolutionized--approach, offering tools for leaders to conduct their own assessments to discover the gaps in their programming. Armed with these insights, senior leaders can ignite their own leadership development revolutions that support the effective development that all leaders deserve. Use this helpful book to learn about the leadership

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tools to fuel success, grow your team, and become the visionary you were meant to be. True leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every effective leader achieves. To become more than "the boss" people follow only because they are required to, you have to master the ability to invest in people and inspire them. To grow further in your role, you must achieve results and build a team that produces. You need to help people to develop their skills to become leaders in their own right. And if you have the skill and dedication, you can reach the pinnacle of leadership—where experience will allow you to extend your influence beyond your immediate reach and time for the benefit of others.

The 5 Levels of Leadership are: 1. Position—People follow because they have to. 2. Permission—People follow because they want to. 3. Production—People follow because of what you have done for the organization. 4. People Development—People follow because of what you have done for them personally. 5. Pinnacle—People follow because of who you are and what you represent. Through humor, in-depth insight, and examples, internationally recognized leadership expert John C. Maxwell describes each of these stages of leadership. He shows you how to master each level and rise up to the next to become a more influential, respected, and successful leader. Gender, Communication, and the Leadership Gap is

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the sixth volume in the Women and Leadership: Research, Theory, and Practice series. This cross-disciplinary series, from the International Leadership Association, enhances leadership knowledge and improves leadership development of women around the world. The purpose of this volume is to highlight connections between the fields of communication and leadership to help address the problem of underrepresentation of women in leadership.

Readers will profit from the accessible writing style as they encounter cutting-edge scholarship on gender and leadership. Chapters of note cover microaggressions, authentic leadership, courageous leadership, inclusive leadership, implicit bias, career barriers and levers, impression management, and the visual rhetoric of famous women leaders.

Because women in leadership positions occupy a contested landscape, one goal of this collection is to clarify the contradictory communication dynamics that occur in everyday interactions, in national and international contexts, and when leadership is digital.

Another goal is to illuminate the complexities of leadership identity, intersectionality, and perceptions that become obstacles on the path to leadership.

The renowned thinkers and scholars in this volume hail from both Leadership and Communication disciplines. The book begins with Sally Helgesen and Brenda J. Allen. Helgesen, co-author of *The Female Vision: Women's Real Power at Work*,

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discusses the two-fold challenge women face as they struggle to articulate their visions. Her chapter offers six practices women can use to relieve this struggle. Allen, author of the groundbreaking book, *Difference Matters: Communicating Social Identity*, discusses the implications of how inclusive leadership matters to women and what it means to think about women as people who embody both dominant and non-dominant social identity categories. She then offers practical communication strategies and an intersectional ethic to the six signature traits of highly inclusive leaders. Each chapter includes practical solutions from a communication and leadership perspective that all readers can employ to advance the work of equality. Some solutions will be of use in organizational contexts, such as leadership development and training initiatives, or tools to change organizational culture. Some solutions will be of use to individuals, such as how to identify and respond productively to micro-aggressions or how to be cautious rather than optimistic about practicing authentic leadership. The writing in this volume also reflects a range of styles, from in-depth scholarship that produces new knowledge to shorter forums that feature interesting ideas worth considering.

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