#### 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》

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#### 内容概要

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.

The book is anchored in the framework of Adaptive Leadership, but goes beyond the theory to provide a practical set of stories, diagrams, techniques, and activities that will help you both assess and address the toughest challenges that lie ahead. Dozens of tools and tactics are presented in an exciting, clear, and reader-friendly design. The Practice of Adaptive Leadership is your handbook to meeting the challenges of leadership in a complex and rapidly changing world.

#### 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.

#### 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 Illusion of the Broken System Distinguishing Technical Problems from Adaptive Challenges 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 **Discover Structural Implications** System The Elegance and Tenacity of the Status Quo **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 Value Independent Judgment **Build Leadership Capacity** Institutionalize Reflection and **Future** Continuous LearningPart Three: Mobilize the System 8. Make Interpretations Notice When People Are Reframe the Group's Default Interpretations Moving Toward the Left Sideof the Chart Generate Generate a Diversity of Interpretations 9. Design Effective Multiple Interpretations **Audition Your Ideas** Step 2: Determine the Ripeness of the Issue in the System Interventions Step 1: Get on the Balcony 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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