

Organizing Genius Warren G Bennis

In Transparency, the authors—a powerhouse trio in the field of leadership—look at what conspires against "a culture of candor" in organizations to create disastrous results, and suggest ways that leaders can achieve healthy and honest openness. They explore the lightning-rod concept of "transparency"—which has fast become the buzzword not only in business and corporate settings but in government and the social sector as well. Together Bennis, Goleman, and O'Toole explore why the containment of truth is the dearest held value of far too many organizations and suggest practical ways that organizations, their leaders, their members, and their boards can achieve openness. After years of dedicating themselves to research and theory, at first separately, and now jointly, these three leadership giants reveal the multifaceted importance of candor and show what promotes transparency and what hinders it. They describe how leaders often stymie the flow of information and the structural impediments that keep information from getting where it needs to go. This vital resource is written for any organization—business, government, and nonprofit—that must achieve a culture of candor, truth, and transparency.

Over his distinguished career Warren Bennis has shown that leaders are made, not born. In Learning to Lead, written in partnership with management development expert Joan Goldsmith, Bennis provides a program that will help managers transform themselves into leaders. Using wise insights from the world's best leaders, helpful self-assessments, and dozens of one-day skill-building exercises, Bennis and Goldsmith show in Learning to Lead how to see beyond leadership myths and communicate vision to others. With updates throughout, Learning to Lead is both a workbook and a deeply considered treatise on the nature of leadership by two of its finest and most experienced practitioners - and teachers.

Tracing some of the economic highs and lows that impacted the world in the aftermath of Hurricane Katrina, an introduction to the emerging field of resilience research explains how to approach disruptions in ecosystems, businesses and governments to better reinforce interdependent world systems. 40,000 first printing.

Do you sometimes feel that your office isn't a place of business but a madhouse in disguise? Is risk-taking so discouraged that mediocrity becomes the order of the day? If all this sounds familiar, your company may well be embarked on 'a trip to Abilene.' Now, Jerry Harvey once again rocks the business world. In this new book, he offers a series of insightful and often uproaringly funny 'meditations' on the craziness of everyday organizational life.

A Fable about Creativity and Courage

Managing People Is Like Herding Cats

Inside the Tornado

Bad Bosses, Crazy Coworkers & Other Office Idiots

THE TEMPORARY SOCIETY

Soldier, Statesman, Peacemaker

The Contrarian's Guide to Leadership

Deemed “the dean of leadership gurus” by Forbes magazine, Warren Bennis has for years persuasively argued that leaders are not born—they are made. Delving into the qualities that define leadership, the people who exemplify it, and the strategies that anyone can apply to achieve it, his classic work On Becoming a Leader has served as a source of essential insight for countless readers. In a world increasingly defined by turbulence and uncertainty, the call to leadership is more urgent than ever. Featuring a provocative new introduction, this new edition will inspire a fresh generation of potential leaders to excellence.

In this offbeat approach to leadership, college president Steven B. Sample-the man who turned the University of Southern California into one of the most respected and highly rated universities in the country-challenges many conventional teachings on the subject. Here, Sample outlines an iconoclastic style of leadership that flies in the face of current leadership thought, but a style that unquestionably works, nevertheless. Sample urges leaders and aspiring leaders to focus on some key counterintuitive truths. He offers his own down-to-earth, homespun, and often provocative advice on some complex and thoughtful issues. And he provides many practical, if controversial, tactics for successful leadership, suggesting, among other things, that leaders should sometimes compromise their principles, not read everything that comes across their desks, and always put off decisions.

Harvard Business Review on Building Personal and Organizational Resilience Why do some people bounce back from life's hardships while others despair? This collection of articles looks at the nature of individual and organizational resilience, an issue that has gained special urgency in today's unstable world environment. In the business arena, resilience has found its way onto the list of qualities sought in employees. This collection provides readers with the ability to solve problems without the usual or obvious tools and prepares them to improvise rapid responses to crisis. The Harvard Business Review Paperback Series The series is designed to bring today's managers and professionals the fundamental information they need to stay competitive in a fast-moving world. From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, here are the leading minds and landmark ideas that have established the Harvard Business Review as required reading for ambitious businesspeople in organizations around the globe.

The definitive guide to working with -- and surviving -- bullies, creeps, jerks, tyrants, tormentors, despots, backstabbers, egomaniacs, and all the other assholes who do their best to destroy you at work. "What an asshole!" How many times have you said that about someone at work? You're not alone! In this groundbreaking book, Stanford University professor Robert I. Sutton builds on his acclaimed Harvard Business Review article to show you the best ways to deal with assholes...and why they can be so destructive to your company. Practical, compassionate, and in places downright funny, this guide offers: Strategies on how to pinpoint and eliminate negative influences for good Illuminating case histories from major organizations A self-diagnostic test and a program to identify and keep your own "inner jerk" from coming out The No Asshole Rule is a New York Times, Wall Street Journal, USA Today and Business Week bestseller.

Doing the Impossible

A Peacock in the Land of Penguins

Leading for a Lifetime

The Unconscious Conspiracy Continues

Judgment

On Becoming a Leader

Warren Bennis on Leadership

When Bob Lutz retired from General Motors in 2010, after an unparalleled forty-seven-year career in the auto industry, he was one of the most respected leaders in American business. He had survived all kinds of managers over those decades: tough and timid, analytical and irrational, charismatic and antisocial, and some who seemed to shift frequently among all those traits. His experiences made him an expert on leadership, every bit as much as he was an expert on cars and trucks. Now Lutz is revealing the leaders—good, bad, and ugly—who made the strongest impression on him throughout his career. Icons and Idiots is a collection of shocking and often hilarious true stories and the lessons Lutz drew from them. From enduring the sadism of a Marine Corps drill instructor, to working with a washed-up alcoholic, to taking over the reins from a convicted felon, he reflects on the complexities of all-too-human leaders. No textbook or business school course can fully capture their idiosyncrasies, foibles and weaknesses – which can make or break companies in the real world. Lutz shows that we can learn just as much from the most stubborn, stupid, and corrupt leaders as we can from the inspiring geniuses. He offers fascinating profiles of icons and idiots such as... Eberhard von Kuenheim. The famed CEO of BMW was an aristocrat-cum-street fighter who ruled with secrecy, fear, and deft maneuvering. Harold A. “Red” Poling: A Ford CEO and the ultimate bean counter. If it couldn’t be quantified, he didn’t want to know about it. Lee Iacocca: The legendary Chrysler CEO appeared to be brilliant and bold, but was often vulnerable and insecure behind the scenes. G. Richard “Rick” Wagoner: The perfect peacetime CEO whose superior intelligence couldn’t save GM from steep decline and a government bailout. As Lutz writes: We'll examine bosses who were profane, insensitive, totally politically incorrect, and who “appropriated” insignificant items from hotels or the company. We'll visit the mind of a leader who did little but sit in his office. We'll look at another boss who could analyze a highly complex profit-and-loss statement or a balance sheet at a glance, yet who, at times, failed to grasp the simplest financial mechanisms—how things actually worked in practice to create the numbers in the real world. The result is a powerful and entertaining guide for any aspiring leader.

Argues that a manager's central responsibility is to create and implement strategies, challenges popular motivational practices, and shares anecdotes discussing how to enable action-oriented plans for real-world results.

Warren Bennis has become synonymous with leadership, exploring all its dimensions as both practitioner and scholar for over four decades. Managing the Dream is an intimate portrait of leadership, comprising over a dozen essays that represent the author's most incisive and creative thinking. It features many of Bennis's most recent works, including "The End of Leadership," and a new preface reflecting on the challenge of leadership in the new millennium.

In a collection of essays, a business expert examines what his role as a university president taught him about leadership, the ethical dilemmas inherent in modern organizations, Watergate, and the emergence of Japan

The Secrets of Creative Collaboration

New Strategies for Developing Successful Collaboration

Resilience

Creative Collaboration

Building a Civilized Workplace and Surviving One That Isn't

George E. Mueller and the Management of NASA's Human Spaceflight Program

The No Asshole Rule

For the first time, a top leadership scholar and a top leadership practitioner explore the true duties, demands, and privileges of leadership. Intellectual sparks flew when Warren Bennis, the “ father ” of modern leadership studies and Steven B. Sample, one of the most accomplished university presidents in recent history, came together for candid explorations of the forces that shape successful leaders and unsuccessful ones. The Art and Adventure of Leadership, their final collaboration, reveals the profound insights that the authors gained together over the 16 years in which they co-taught one of the most popular leadership courses in America. Here, each brings his own distinct vantage point as they address the mechanics and mysteries of leadership. The result is a unique examination of the journey of great leaders from momentary setbacks to ultimate success. It offers profound lessons on what determines the difference between failure and redemption for leaders. And it illuminates important and overlooked dimensions of great leaders ranging from Winston Churchill to Steve Jobs. Together, they explore why: A mature leader must grasp when it ’ s healthy to risk failure, and when failure can ’ t be tolerated at any cost Leadership isn ’ t for everyone and requires a particular set of skills and competencies that are often glossed over in most management literature To succeed in an uncertain and fast-changing world, a shrewd leader must understand which aspects of human society change—and which aspects never change A mature, wise leader must seek a balance between high-minded ideals and the gritty realities and compromises that leaders face in their daily lives Above all, meaningful leadership remains a matter of character With incredible insight, this book examines why George Washington, Abraham Lincoln, and other giants were able to recover from failures, learn resilience, and prepare themselves for their moments of destiny. In so doing, it demonstrates and helps cultivate the leadership skills that you need to create your own most meaningful legacy. The Art and Adventure of Leadership is a unique look at leadership, and a critical resource for the leaders of tomorrow.

If you are looking for a lively, down-to-earth experience in the journey to innovative engineering management, this is definitely the book for you. The author's 20-plus year perspective indicates that, while most engineers will spend the majority of their careers as managers, most are dissatisfied with the transition. Much of this frustration is the result of lack of preparation and training. This book gives you a solid grounding in the critical attitudes and principles needed for success.

Wall Street Journal Bestseller A thought-provoking, accessible, and essential exploration of why some leaders (“ Diminishers ”) drain capability and intelligence from their teams, while others (“ Multipliers ”) amplify it to produce better results. Including a foreword by Stephen R. Covey, as well the five key disciplines that turn smart leaders into genius makers, Multipliers is a must-read for everyone from first-time managers to world leaders.

Discusses the qualities of successful business executives and offers advice for managers on how to develop leadership skills.

Thinking In Time

How to Stop the Corporation from Stifling People and Strangling Profits

How Leaders Create a Culture of Candor

Negotiation Genius

Marketing Strategies from Silicon Valley's Cutting Edge

Leadership Lessons from George C. Marshall

Mastering the Transition

Using specific examples, a master of business management defines the problems that keep leaders from realizing their full potential, such as isolation, cynicism, and routine. Reissue. 12,500 first printing.

Why can some organizations innovate time and again, while most cannot? You might think the key to innovation is attracting exceptional creative talent. Or making the right investments. Or breaking down organizational silos. All of these things may help—but there’s only one way to ensure sustained innovation: you need to lead it—and with a special kind of leadership. Collective Genius shows you how. Preeminent leadership scholar Linda Hill, along with former Pixar tech wizard Greg Brandeau, MIT researcher Emily Truelove, and Being the Boss coauthor Kent Lineback, found among leaders a widely shared, and mistaken, assumption: that a “good” leader in all other respects would also be an effective leader of innovation. The truth is, leading innovation takes a distinctive kind of leadership, one that unleashes and harnesses the “collective genius” of the people in the organization. Using vivid stories of individual leaders at companies like Volkswagen, Google, eBay, and Pfizer, as well as nonprofits and international government agencies, the authors show how successful leaders of innovation don't create a vision and try to make innovation happen themselves. Rather, they create and sustain a culture where innovation is allowed to happen again and again—an environment where people are both willing and able to do the hard work that innovative problem solving requires. Collective Genius will not only inspire you; it will give you the concrete, practical guidance you need to build innovation into the fabric of your business.

Praise for Team Players and Teamwork "In the new edition of Team Players and Teamwork Glenn Parker updates his landmark compendium on the essential effect of cross-functional teamwork to encompass the added complexities of globalization facing team leaders and team members in the twenty-first century. Anyone participating on or managing members of a cross-functional team will benefit from reading this essential guide to successful teamwork." -Jeffrey W. Warmke, vice president, global project management and leadership, Daiichi Sankyo Pharma Development "Glenn Parker has the unique combination of sound thinking and clear writing. In his recent version of Team Players and Teamwork he succeeds in taking this combination of skills to a higher level." -Sivasilam "Thiagi" Thiagarajan, president, Workshops by Thiagi, Inc. "Glenn's book is a must-read for team leaders and team members who are looking for a comprehensive set of tools and ideas to help teams perform more effectively. Glenn offers practical wisdom-based on years of first-hand experience—that is unparalleled in the field of team dynamics." -Robert Hoffman, executive director, organization development and talent management, oncology business unit, Novartis Pharmaceuticals Corporation

Emphasizing the importance of seizing and holding marketing leadership during the "tornado" phase of market development, a strategy guide for high-tech companies and entrepreneurs analyzes the Technology Adoption Life Cycle

Help the Helper

Good Strategy, Bad Strategy

The Art and Practice of Leading Innovation

A Workbook on Becoming a Leader

How Defining Moments Shape Leaders of Today and Tomorrow

Enabling Knowledge Creation

Inside Drucker's Brain

Although it was first published more than thirty-five years ago, Up the Organization continues to top the lists of best business books by groups as diverse as the American Management Association, Strategy + Business (Booz Allen Hamilton), and The Wharton Center for Leadership and Change Management. 1-800-CEO-READ ranks Townsend’s bestseller first among eighty books that “every manager must read.” This commemorative edition offers a new generation the benefit of Robert Townsend’s timeless wisdom as well as reflections on his work and life by those who knew and worked with him. This groundbreaking book continues to remind us not to get mired in all those sacred organizational routines that stifle people and strangle both profits and profitability. He shows a way to humanize business and a way to have fun while making it all work better than it ever worked before.

Uncovers the elements of creative collaboration by examining six of the century's most extraordinary groups and distill their successful practices into lessons that virtually any organization can learn and commit to in order to transform its own management into a collaborative and successful group of leaders. Paper. DLC: Organizational effectiveness - Case studies.

Rodin's sculpture "The Thinker" dominates our collective imagination as the purest representation of human inquiry--the lone, stoic thinker. But while the Western belief in individualism romanticizes this perception of the solitary creative process, the reality is that scientific and artistic forms emerge from the

joint thinking, passionate conversations, emotional connections and shared struggles common in meaningful relationships. In Creative Collaboration, Vera John-Steiner offers rare and fascinating glimpses into the dynamic alliances from which some of our most important scholarly ideas, scientific theories and art forms are born. Within these pages we witness the creative process unfolding in the intimate relationships of Jean-Paul Sartre and Simone de Beauvoir, Henry Miller and Anais Nin, Marie and Pierre Curie, Martha Graham and Erick Hawkins, and Georgia O'Keeffe and Alfred Stieglitz; the productive partnerships of Pablo Picasso and Georges Braque, Albert Einstein and Marcel Grossmann, Aaron Copland and Leonard Bernstein, and Freeman Dyson and Richard Feynman; the familial collaborations of Thomas and Heinrich Mann, Hubert and Stuart Dreyfus, and Margaret Mead, Gregory Bateson and Mary Catherine Bateson; and the larger ensembles of The Guarneri String Quartet, Lee Strasburg, Harold Clurman and The Group Theater, and such feminist groups as The Stone Center and the authors of Women's Ways of Knowing. Many of these collaborators complemented each other, meshing different backgrounds and forms into fresh styles, while others completely transformed their fields. Here is a unique cultural and historical perspective on the creative process. Indeed, by delving into these complex collaborations, John-Steiner illustrates that the mind--rather than thriving on solitude--is clearly dependent upon the reflection, renewal and trust inherent in sustained human relationships. Here is a unique cultural and historical perspective on the creative process, and a compelling depiction of the associations that nurtured our most talented artists and thinkers. By delving into these complex, intimate collaborations, John-Steiner illustrates that the mind--rather than thriving on solitude--is clearly dependent upon the dialogue, renewal, and trust inherent in sustained human relationships.

Apollo was known for its engineering triumphs, but its success also came from a disciplined management style. This excellent account of one of the most important personalities in early American human spaceflight history describes for the first time how George E. Mueller, the system manager of the human spaceflight program of the 1960s, applied the SPO methodology and other special considerations such as "all-up" testing, resulting in the success of the Apollo Program. Wernher von Braun and others did not readily accept such testing or Mueller's approach to system management, but later acknowledged that without them NASA would not have landed astronauts on the Moon by 1969. While Apollo remained Mueller's priority, from his earliest days at the agency, he promoted a robust post-Apollo Program which resulted in Skylab, the Space Shuttle and the International Space Station. As a result of these efforts, Mueller earned the sobriquet: "the father of the space shuttle." Following his success at NASA, Mueller returned to industry. Although he did not play a leading role in human spaceflight again, in 2011 the National Air and Space Museum awarded him their lifetime achievement trophy for his contributions. Following the contributions of George E. Mueller, in this unique book Arthur L. Slotkin answers such questions as: exactly how did the methods developed for use in the Air Force ballistic missile programs get modified and used in the Apollo Program? How did George E. Mueller, with the help of others, manage the Apollo Program? How did NASA centers, coming from federal agencies with cultures of their own, adapt to the new structured approach imposed from Washington? George E. Mueller is the ideal central character for this book. He was instrumental in the creation of Apollo extension systems leading to Apollo, the Shuttle, and today's ISS and thus was a pivotal figure in early American human spaceflight history.

Team Players and Teamwork
 Collective Genius
 How the Best Leaders Make Everyone Smarter
 How Winning Leaders Make Great Calls
 A Guide to Open Innovation and Crowdsourcing
 The Uses Of History For Decision Makers
 Reflections On Leadership And Change

“A convincing case that careful analysis of the history, issues, individuals, and institutions can lead to better decisions—in business as well as in government” (BusinessWeek). Two noted professors offer easily remembered rules for using history effectively in day-to-day management of governmental and corporate affairs to avoid costly blunders. “An illuminating guide to the use and abuse of history in affairs of state” (Arthur Schlesinger).

The most accessible guide to the essential ideas of “the inventor of modern management”. In late 2003, ninety-four-year-old Peter Drucker invited Jeffrey Krames to his home for an unprecedented day-long interview. He spoke candidly about his seminal management principles, his enormous body of work (thirty-eight books over six decades), and the leaders he had advised over the years (including Jack Welch). Krames used the insights he gained that day to create Inside Drucker's Brain—a compact guide to the great man's wisdom. Krames had no intention of writing a biography, but rather a book that would showcase Drucker's most important ideas and strategies, and explain why they are just as useful today as they were decades ago. Drucker's biggest contribution was a mind-set, not a methodology. He focused on prodding managers to ask the right questions, to look beyond what they thought they knew, and to focus on tomorrow rather than yesterday. If anything, this mind-set is more valuable in the digital age than it was in the industrial age. This user-friendly book will help readers grasp all of Drucker's key ideas on leadership, strategy, innovation, personal effectiveness, career development, and many other topics.

The extraordinary leadership qualities of a great but unsung hero.

Presents a comprehensive guide to the essential skills, strategies, techniques, and creative mindset of successful negotiation, drawing on the latest behavioral research and real-life case studies to explain how to prepare for and execute negotiations, from identifying opportunities to overcoming resistance and defusing hardball tactics. Reprint. 30,000 first printing.

The Strategies for Taking Charge
 The Abilene Paradox and Other Meditations on Management
 Multipliers

A Memoir of a Life in Leadership
 How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation
 Leaders

Organizing Genius
 Cats of course, won't be herded. And the most successful organizations in the 21st Century won't be managed -- they'll be led. The answer to America's current leadership crisis is leaders (not managers) who recognize that "the only capital that really counts is human capital" And whether readers are looking for a leader or looking to be a better one, Warren knows what it takes. In answer to the leadership crisis, Bennis offers insight into developing leaders and their competencies, by explaining ten traits of dynamic leaders, and how these leaders constantly reinvent themselves. The 21st century will require leaders who can inspire and orchestrate change rather than impose it or simply react to it. The section on "Leading Change" will, in itself, make this a must-have book.

When The Knowledge-Creating Company (OUP; nearly 40,000 copies sold) appeared, it was hailed as a landmark work in the field of knowledge management. Now, Enabling Knowledge Creation ventures even further into this all-important territory, showing how firms can generate and nurture ideas by using the concepts introduced in the first book. Weaving together lessons from such international leaders as Siemens, Unilever, Skandia, and Sony, along with their own first-hand consulting experiences, the authors introduce knowledge enabling--the overall set of organizational activities that promote knowledge creation--and demonstrate its power to transform an organization's knowledge into value-creating actions. They describe the five key "knowledge enablers" and outline what it takes to instill a knowledge vision, manage conversations, mobilize knowledge activists, create the right context for knowledge creation, and globalize local knowledge. The authors stress that knowledge creation must be more than the exclusive purview of one individual--or designated "knowledge" officer. Indeed, it demands new roles and responsibilities for everyone in the organization--from the elite in the executive suite to the frontline workers on the shop floor. Whether an activist, a caring expert, or a corporate epistemologist who focuses on the theory of knowledge itself, everyone in an organization has a vital role to play in making "care" an integral part of the everyday experience; in supporting, nurturing, and encouraging microcommunities of innovation and fun; and in creating a shared space where knowledge is created, exchanged, and used for sustained, competitive advantage. This much-anticipated sequel puts practical tools into the hands of managers and executives who are struggling to unleash the power of knowledge in their organization.

Have you confronted any of these coworkers or bosses recently? The Grumpy Martyr The Boss's Pet The Credit Snatcher Bad Bosses, Crazy Coworkers & Other Office Idiots is designed to help people with all their office issues, from an exasperating coworker to a boss from hell. This book helps readers quickly pinpoint their problems and implement immediate tactics to resolve them. Vicky Oliver has helped more than 5,000 working people at different levels in different fields resolve their work problems. Bad Bosses, Crazy Coworkers & Other Office Idiots is a direct result of what she has learned as a career expert who has made herself available to help people in their times of need. With this book in hand, readers will have the answers to all their difficult work issues and will see their job satisfaction skyrocket.

An intimate look at the founding father of the modern leadership movement Warren Bennis is an acclaimed American scholar, successful organizational consultant and author, and an expert in the field of leadership. His much awaited memoir is filled with insights about the successes and failures from his long and storied life and career. Bennis' life and career have traversed eight decades of first-hand experience with tumultuous episodes of recent history-from Jewish child in a gentile town in the 30's, a young army recruit in the Battle of the Bulge to a college student in the one of the first progressive precursors to the civil rights movement to a patient undergoing daily psychoanalysis for five years, and later a university provost during the Vietnam protests. Reveals the triumphs and struggles of the man who is considered the pioneer in the contemporary field of leadership studies Bennis is the author of 27 books including the bestseller On Becoming a Leader This is first book to examine the extraordinary life of Warren Bennis by the man himself.

The Art and Adventure of Leadership
 How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond
 Understanding Failure, Resilience and Success

Managing The Dream
 The Difference and Why It Matters
 Why Things Bounce Back

Icons and Idiots
 Our youngest leaders matured in the glow of computer screens; our oldest in the shadow of the Depression and World War II. In a groundbreaking study of these two disparate groups - affectionately labeled "geeks" and "geezers" - leadership experts Warren G. Bennis and Robert J. Thomas set out to find how era and values shape those who lead. What they discovered was something even more profound: the powerful process through which leaders of any era emerge.

Open innovation and crowd sourcing are the hottest topics in strategy and management today. The concept of capturing ideas in a hub of collaboration, together with the outsourcing of tasks to a large group of people or community is a revolution that is rapidly changing our culture. A Guide to Open Innovation and Crowdsourcing explains how to use the power of the internet to build and innovate in order to introduce a consumer democracy that has never existed before. If a business fails to embrace it, it is at risk of being left behind. Written by an international team of eminent thinkers, writers and practitioners in the field, A Guide to Open Innovation and Crowdsourcing covers the definition of open innovation, how to manage virtual teams and co-create with customers, how to overcome legal and IP issues and common mistakes and pitfalls to avoid. With corporate case studies and best practice advice, A Guide to Open Innovation and Crowd Sourcing is a vital read for anyone who wants to find innovative products and services from outside their organizations, make them work and overcome the practical difficulties that lie in the way. This brand new edition of a classic, international bestseller continues to bring keen insight to an important topic--workforce diversity. Written in a charming, engaging style, it is a contemporary corporate fable--a tale for our times. This special 20th anniversary edition includes many new tips, tools, and strategies for peacocks and penguins alike--as well as an entirely new bonus parable. Through the story of Perry the Peacock and his fine feathered friends, the authors bring to life the challenges of birds of different feathers who struggle to be successful in the conformity-minded Land of Penguins. Their travails illuminate the challenges of creating a pluralistic corporate culture in which the talent, energy, and commitment of all employees are fully engaged. --

“ The real lessons of teamwork don ’ t happen on camera. They happen behind the closed doors of locker rooms and team meetings and practice facilities. Kevin and John open those closed doors. All you need to do is get reading! ” —Larry Bird “ Help the helper ” is a basketball motto preached by some of the sport ’ s legendary coaches, including Dean Smith and Phil Jackson. All good players know they should support a teammate who ’ s under pressure. But the true greats know how to take it one step further. They fill the gaps left behind when one teammate goes to help another—gaps that are often far from the basket and out of the spotlight. The true greats step up in quiet ways to make sure no subtle holes develop on defense and no opportunities are missed on offense. Help the Helper will show you how to put this level of teamwork to work in your business, to build a culture that recognizes and rewards those who help the helper—even when they don ’ t have sexy statistics. In the process, it will teach you how to de-emphasize the CEO/quarterback/superstar and effectively redefine leadership. You ’ ll learn, for instance, how to: Create a dynasty of unselfishness. Manage energy, not people. Eat obstacles for breakfast. Act like an “ unleader. ” Consider how it works in the hospitality industry. In a great restaurant you don ’ t have to wait for your server to check on you; your needs are taken care of instantaneously, sometimes before you notice them. Everyone from the busboy to the maitre d ’ has one goal: the success of the team. Such coordination seems complicated for a small eatery, nearly impossible for a large organization. But it ’ s easier than you think. For a combined forty years, Pritchard and Eliot have focused on building high-performing groups. They ’ ve crushed Malcolm Gladwell ’ s 10,000-Hour Rule, logging upward of 50,000 hours studying the factors that create champions and dynasties, from the NBA and Major League Baseball to the Fortune 500. Exhaustive testing, scouting, and evaluating have taught them that truly special teams in all fields have one common denominator: a willingness to do whatever it takes to help the helper. Drawing on true and inspirational stories from sports to medicine to business, Help the Helper shows what ’ s behind the curtain that fuels great team performance.

Transparency
 201 Smart Ways to Handle the Toughest People Issues
 An Invented Life

From Engineer to Manager
 Advice from Leading Experts in the Field
 Why Leaders Can't Lead

Up the Organization
 “With good judgment, little else matters. Without it, nothing else matters.” Whether we’re talking about United States presidents, CEOs, Major League coaches, or wartime generals, leaders are remembered for their best and worst judgment calls. In the face of ambiguity, uncertainty, and conflicting demands, the quality of a leader's judgment determines the fate of the entire organization. That's why judgment is the essence of leadership. Yet despite its importance, judgment has always been a fairly murky concept. The leadership literature has been conspicuously quiet on what, exactly, defines it. Does judgment differ from common sense or gut instinct? Is it a product of luck? Of smarts? Or is there a process for making consistently good calls? Noel Tichy and Warren Bennis have each spent decades studying and teaching leadership and advising top CEOs such as Jack Welch and Howard Schultz. Now, in their first collaboration, they offer a powerful framework for making tough calls when the stakes are high and the right path is far from obvious. They show how to recognize the critical moment before a judgment call, when swift and decisive action is essential, and also how to execute a decision after the call. Tichy and Bennis bring their three-dimensional model to life with interviews with world-class leaders who have thrived or suffered because of their judgment calls. These stories include: • Jeff Immelt, CEO of General Electric, whose judgment to grow through research and development transformed GE into the world's premier technology growth company. • Joel Klein, chancellor of the New York City Department of Education, who made tough calls about teachers, students, and parents while turning around a troubled school system. • Jim McNerney, CEO of Boeing, whose strategic judgment helped him reinvigorate his company and restore a culture of trust and respect. • The late general Wayne Downing, who found an unexpected opportunity in the midst of crisis when he led the Special Operations raid to capture Manuel Noriega. • A. G. Lafley, CEO of Procter & Gamble, who bet \$57 billion to purchase Gillette and reinvent his company. • Brad Anderson, CEO of Best Buy, who made the call to commit totally to a customer-centric strategy and led his people to execute it. Whether you're running a small department or a global corporation, Judgment will give you a framework for evaluating any situation, making the call, and correcting if necessary during the execution phase. It will show you how to handle the overlapping domains of people, strategy, and crisis management. And it will help you teach your entire team to make the right call more often. No organization can afford to neglect this crucial discipline—and no previous book has ever brought it into such clear focus.

Learning to Lead
 Straight Talk on Leadership
 Still Surprised
 Building a Culture of Extreme Teamwork
 Harvard Business Review on Building Personal and Organizational Resilience