



Tenth Edition

LEADERSHIP

ENHANCING THE LESSONS OF EXPERIENCE

Richard L. Hughes Robert C. Ginnett Gordon J. Curphy



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Becoming a Strategic Leader Richard L. Hughes,Katherine M. Beatty,2011-01-11 Today s organizations face difficult challenges in order to remain competitive the quickening pace of change increasing uncertainty growing ambiguity and complexity To meet these challenges organizations must broaden the scope of leadership responsibility for strategic leadership and engage more people in the process of leadership In Becoming a Strategic Leader Rich Hughes and Kate Beatty from the Center for Creative Leadership CCL offer executives and managers a handbook for implementing a strategic leadership process that reaches leaders at all levels of organizations Based on CCL s successful Developing the Strategic Leader Program this book outlines the framework of strategic leadership and contains practical suggestions on how to develop the individual team and organizational skills needed for institutions to become more adaptable flexible and resilient The authors also show how individual managers can exercise effective strategic leadership through their distinctive and systemic approach thinking acting and influencing

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Accelerated Leadership Development Ines Wichert,2018-07-03 FINALIST Business Book Awards 2018 HR and Management Category In an increasingly volatile and complex world it is crucial that organizations optimize leadership development so that employees in leadership positions have the right skills to operate successfully Accelerated Leadership Development shows how HR and Learning and Development L D professionals can accelerate the career progression of their top talent from entry level to senior executive roles It covers the entire acceleration process how to identify which individuals are right for accelerated leadership development what roles are best suited for stretch assignments and how to avoid burnout Packed with insights from HR experts and business leaders around the world Accelerated Leadership Development shows how this type of development works in practice what makes it successful and highlights the potential pitfalls to look out for Debunking the myth that one size of leadership development fits all this book includes specific guidance on how to tailor leadership development to women and millennials Full of practical advice tips and techniques this is an essential book for anyone looking to develop their very best employees

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The Business of Excellence Justin Hughes,2016-09-22 A vivid compelling and highly readable insight into building world leading teams and organizations Dr Catherine Raines Chief Executive UK Trade Investment The Business of Excellence offers a unique and compelling perspective on the drivers of excellence in teams and organizations The author Justin Hughes brings an unusual mix of experience and insight having worked as a management consultant to some of the world s most successful organizations in addition to having served for 12 years as a military fighter pilot where he became Executive Officer on the RAF Red Arrows The challenges of high performance and leadership are explored in depth and are illustrated with insights interviews and case studies from the military sporting and corporate worlds The material includes a proprietary performance model that can be applied to a wide spectrum of organizations focusing on People the primacy of attitude over skills Capability building alignment before setting people free Delivery a process to close the gap between desired and actual outcomes Learning how to accelerate performance in real time Leadership exhibiting a set of behaviours such that others choose to follow Risk avoiding the victory of compliance over outcomes In The Business of Excellence Justin deconstructs the drivers of high performance with a rare clarity insight and accessibility to illustrate and explain tangible tools and methods all of which can be applied by readers in their own teams and organizations

Ego Free Leadership Brandon Black, Shayne Hughes, 2017-03-14 2017 Silver Nautilus Winner 2018 Indie Book Award Finalist Take your ego out of the equation and watch your company thrive I've got a solution Encore's CFO tells Brandon but it's unorthodox It's 2005 and Brandon Black has just been promoted to CEO of Encore Capital a company struggling to navigate an increasingly difficult business environment Faced with a rapidly declining stock price and low workplace morale Brandon knows he needs change and fast Following his CFO's advice he and his executive team start working with Learning as Leadership LaL and its president Shayne Hughes Through their partnership Encore's executive team learns to root out the unproductive ego habits that undermine collaboration and performance As they instill these more effective behaviors throughout the organization Encore begins to solve problems collectively prioritize resources without infighting and focus on the initiatives with the greatest strategic value When the financial crisis of 2008-09 forces 90 percent of its competitors out of business Encore thrives with its profits increasing by 300 percent and its stock price by 1200 percent Told from two lively first person perspectives Ego Free Leadership brings readers along for Encore's incredible success story They'll see a CEO overcome his unconscious resistance to modeling the change he wants in his team and discover a time-tested roadmap for eliminating the destructive effects of the ego in teams and organizations

Leadership Richard L. Hughes, 1999

The Winning Mindset Damian Hughes, 2016-07-14 In The Winning Mindset Professor Damian Hughes the acclaimed author of Liquid Thinking and How to Think Like Sir Alex Ferguson draws on both his lifetime experience and academic background within sport organization and change psychology to reveal the best ways to create a winning mindset in both personal and professional life Having worked with some of the top teams in the UK and watched some of the best coaches in the country at work Hughes distills the five key principles that separate the best coaches and teams from the rest Simplicity Tripwires Emotions Practical Stories STEPS The role of a sports team leader is fascinating complex and tough Fantasy football leagues may convince us that success is all about buying players and selecting a team In reality it is about creating winning environments recruiting developing and nurturing talent effectively communicating a shared vision with a diverse collection of individuals delivering on enormous expectations from a range of stakeholders overcoming significant challenges handling pressure and staying focused throughout a set of challenges familiar to leaders in all sectors

Leadership Lessons: 10 Keys to Success in Life and Business Jim Swartz, Julie K. Thorpe, 2008-01-01 Achievers the masters innovators and great ones do not owe their success to luck birth or environment Rather great achievers throughout history from Michelangelo to Einstein Madame Curie to Bill Gates Colonel Sanders to General Eisenhower all have characteristics that the authors have distilled into actions for extraordinary success in any field In the process some old notions are put to rest including the saw that innovators must be risk takers in fact they're not and that great ideas just happen This book ranges from the importance of preparing for success acquiring expertise to endurance against obstacles and recognizing and then seizing opportunities None of it is easy they say but the rewards can be substantial This fascinating book will be especially helpful for senior executives ambitious managers and entrepreneurs many will find the clarity of its prose and sometimes surprising relevance of the examples and keys inspirational

Leadership Richard L. Hughes, 2009

Experience-Driven Leader Development Cynthia D. McCauley, D. Scott Derue, Paul R. Yost, Sylvester Taylor, 2013-11-22 This book is written for human resource organization development and training professionals who need real world best practices that show who actual workplace learning approaches work and how they can be applied Co published with the acclaimed Center for Creative Leadership this important book offers a compendium of best practices tools techniques processes and other resource resources to harness the developmental power of work experiences for leadership development In addition the book includes illustrative case studies of leadership approached that have worked in such forward thinking organizations as Boeing Microsoft and Heineken

An Evaluation of the Outcomes of a Leadership Development Program Cynthia Denise McCauley, Martha Hughes-James, 1994 This handbook presents findings of a study that examined the outcomes of the Chief Executive Officer Leadership Development Program which was developed by the Center for Creative Leadership CCL The 1 year program was comprised of classroom sessions coaching journal writing and learning projects Data were derived from 1 a pre program survey and questionnaire of 38 participating superintendents and 2 post program interviews with the 38 participants and their facilitators a post questionnaire completed by participants and analysis of student journals Findings indicate that the superintendents improved their leadership competencies and self awareness Of the four superintendent subgroups that were identified two the New Perspectives subgroup and the Role Expansion subgroup were more affected than administrators who were already highly effective or more control oriented The program compared to other studies of this nature resulted in two more prominent outcomes the view of leadership as a shared responsibility and a broader view of their professional role Implications of the findings for evaluation of leadership development programs are the use of multiple methods enriches analysis evaluation studies should expect highly individualized outcomes and evaluation studies provide opportunities for understanding the leadership development process Eleven tables and five figures are included Appendices contain copies of the exit interviews and statistics on subgroup differences Contains 53 references LMI

How Women Rise Sally Helgesen, Marshall Goldsmith, 2018-04-10 Overcome the twelve habits holding you back and take your career to new heights with this wise and approachable guide from two business leadership experts Ready to take the next step in your career but not sure what s holding you back Read on Leadership expert Sally Helgesen and bestselling leadership coach Marshall Goldsmith have trained thousands of high achievers men and women to reach even greater heights Again and again they see that women face specific and different roadblocks from men as they advance in the workplace In fact the very habits that helped women early in their careers can hinder them as they move up Simply put what got you here won t get you there and you might not even realize your blind spots until it s too late Are you great with the details To rise you need to do less and delegate more Are you a team player To advance you need to take credit as easily as you share it Are you a star networker Leaders know a network is no good unless you know how to use it Sally and Marshall identify the twelve habits that hold women back as they seek to advance showing them why what worked for them in the past might actually be sabotaging their future success Building on Marshall s classic bestseller What Got You Here Won t Get You There How Women Rise is essential reading for any woman who is ready to advance to the next level

The Oxford Handbook of Leadership and Organizations David Day, 2014-05-20 As the leadership field continues to evolve there are many reasons to be optimistic about the various theoretical and empirical contributions in better understanding leadership from a scholarly and scientific perspective The Oxford Handbook of Leadership and Organizations brings together a collection of comprehensive state of the science reviews and perspectives on the most pressing historical and contemporary leadership issues with a particular focus on theory and research and looks to the future of the field It provides a broad picture of the leadership field as well as detailed reviews and perspectives within the respective areas Each chapter authored by leading international authorities in the various leadership sub disciplines explores the history and background of leadership in organizations examines important research issues in leadership from both quantitative and qualitative perspectives and forges new directions in leadership research practice and education

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Enhancing Organizational Performance National Research Council, Division of Behavioral and Social Sciences and Education, Commission on Behavioral and Social Sciences and Education, Committee on Techniques for the Enhancement of Human Performance, 1997-04-02 Total quality management TQM reengineering the workplace of the twenty first century the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline according to Enhancing Organizational Performance Organizations are adopting popular management techniques some scientific some faddish often without introducing them properly or adequately measuring the outcome Enhancing Organizational Performance reviews the most popular current approaches to organizational change total quality management reengineering and downsizing in terms of how they affect organizations and people how performance improvements can be measured and what questions remain to be answered by researchers The committee explores how theory doctrine accepted wisdom and personal experience have all served as sources for organization design Alternative organization structures such as teams specialist networks associations and virtual organizations are examined Enhancing Organizational Performance looks at the influence of the organization s norms values and beliefs its culture on people and their performance identifying cultural levers available to organization leaders And what is leadership The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends Mergers networks alliances coalitions organizations are increasingly turning to new intra and inter organizational structures Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes The committee explores the changing missions of the U S Army as a case study that has relevance to any organization Noting that a musical greeting card contains more computing power than existed in the entire world before 1950 the committee addresses the impact of new technologies on performance With examples insights and practical criteria Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement This book will be important to corporate leaders executives and managers faculty and students in organizational performance and the social sciences business journalists researchers and interested individuals

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