

《领导盲点及他们会怎么做 Leadership Blind Spots and What To Do About Them》

书籍信息

版次：1

页数：295

字数：

印刷时间：2007年08月01日

开本：

纸张：胶版纸

包装：精装

是否套装：否

国际标准书号ISBN：9780470031933

内容简介

Today, leaders have many stakeholders in their learning – the livelihoods of thousands of people may depend on the quality of their leaders' decisions. The challenge facing these leaders is how to make the right decisions in conditions of complexity, uncertainty and rapid change.

Based on in-depth research, this book shows how and why we develop blind spots that impede our ability to adapt and learn in complex, uncertain environments. Karen Blakeley offers radical new insights into how leaders learn on-the-job taking into account the emotional as well as rational challenges this type of learning presents. She helps leaders identify the subtle pressures that make it particularly difficult to keep on learning once they move into a leadership role – with potentially serious implications. In today's complex, changing environments, it is vital that leaders increase their learning agility in order to be able to perform at the highest possible levels.

There are eight practices that leaders can implement to help them enhance their in-role learning and decision making:

Direct attention ; Today, leaders have many stakeholders in their learning – the livelihoods of thousands of people may depend on the quality of their leaders' decisions. The challenge facing these leaders is how to make the right decisions in conditions of complexity, uncertainty and rapid change. Based on in-depth research, this book shows how and why we develop blind spots that impede our ability to adapt and learn in complex, uncertain environments. Karen Blakeley offers radical new insights into how leaders learn on-the-job taking into account the emotional as well as rational challenges this type of learning presents. She helps leaders identify the subtle pressures that make it particularly difficult to keep on learning once they move into a leadership role – with potentially serious implications. In today's complex, changing environments, it is vital that leaders increase their learning agility in order to be able to perform at the highest possible levels. There are eight practices that leaders can implement to help them enhance their in-role learning and decision making: Direct attention ; Harness emotions ; Overcome defensiveness ; Deepen sensemaking ; Engage creativity ; Reality check ; Change behaviour ; Nurture integrity. Each area is explored in depth showing the potential blocks to their implementation and how to overcome them. There are also a number of exercises to help leaders effortlessly implement each practice on-the-job. Leadership Blind Spots offers a powerful and practical set of tools that will be doubtless become vital parts of every leader's toolkit.

作者简介： KAREN BLAKELEY is Assistant Director of the Centre for Leadership, Learning and Change at Cass Business School, City University and is also a director of Waverley Learning – a leadership development company. She recently completed her doctorate looking at how managers learned when their organisations went through change. Karen originally trained in finance and worked in the City for five years. She subsequently qualified as an organisational psychologist and has spent over 15 years helping individuals and organisations adapt to change. Karen has appeared on TV, radio and in the press commenting on the psychology of high performance in demanding environments such dealing rooms in the City. She regularly presents at conferences and has had a number of articles published in the area of senior executive coaching. Karen is working with a number of top international companies developing new tools and

techniques to promote ‘ learning agility ’ amongst their current and future leaders.

[显示全部信息](#)

目录

Preface

Acknowledgements

Part One: Leaders, Blind Spots and Learning – The Issues

1 Leaders, Blind Spots and Learning

2 A Model of Blind Spots, Learning and Change

3 The Consequences of Leaders ’ Blind Spots

4 Learning to Lead, Leading to Learn

Part Two How to Overcome Blind Spots and Accelerate Leaders ’ Learning

5 The First Practice – Direct Attention

6 The Second Practice – Harness Emotions

7 The Third Practice – Overcome Defensiveness

8 The Fourth, Fifth and Sixth Practices - Deepen Sensemaking, Engage Creativity, and Reality

Check

9 The Seventh Practice – Change Behaviour

10 The Eighth Practice – Nurture Integrity

11 Equipping Leaders in Complex Times

12 The Exercises

References and Further Reading

Index

本站所提供下载的PDF图书仅提供预览和简介，请支持正版图书。

[更多资源请访问www.tushupdf.com](http://www.tushupdf.com)