Leadership Psychology How The Best Leaders Inspire Their People


In this book of insightful essays, Kets de Vries explodes the myth that rationality is what governs the behavior of leaders and followers, and he provides a more realistic perspective on organizational functioning and the leader-follower relationship. The author shows that a great potential for distortion exists when leaders try to act out the fantasies of their followers, and explores the many psychological traps into which leaders frequently fall. Citing examples from business, history, literature, the arts, and from his own psychoanalytic and management-consulting practise, the author identifies distinct leader types. He describes, for instance, the narcissist whose drive for power and prestige can bring much-needed vitality to an organization, but whose inability to accept criticism ultimately creates a climate of subservience. He shows that entrepreneurs possess many of the qualities of the impostor, including a capacity for self-dramatization and a deep understanding of how to profit by others' wishes and desires, and he explains why entrepreneurs sometimes distort the truth about themselves and their organizations. Through numerous case studies of successful and failed leaders, Leaders, Fools, and Impostors furthers a better understanding of the leader-follower dynamic, and gives leaders the means to transform themselves. The book seamlessly links fundamental insights and practical approaches to address the most important leadership problems and challenges. Each of the 11 chapters takes a close look at a specific leadership aspect and explains how to develop personal leadership qualities, such as charisma, the ability to motivate others, assertiveness, and how to overcome crises and conflicts to create new structures. Ethical questions and possible negative developments in connection with leadership and power are also examined. Unlike conventional leadership manuals, this book on leadership goes beyond the standard 'recipes' and models by providing clear trains of thought as well as a psychological and philosophical basis, and by focusing on major achievements in terms of leadership, it creates a more profound understanding and holistic view of the subject of leadership, while promoting a genuine fascination for it. From the visionary head of Google's innovative People Operations comes a groundbreaking inquiry into the philosophy of work -- and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed. 'We spend more time working than doing anything else in life. It's not right that the experience of work should be so demotivating and dehumanizing.' So says Laszlo Bock, former head of People Operations at the company that transformed how the world interacts with knowledge. This insight is the heart of Work Rules!, a compelling and surprisingly playful manifesto that offers lessons including: Take away managers' power over employees Learn from your best employees-and your worst Hire only people who are smarter than you are, no matter how long it takes to find them Pay unfairly (it's more fair!) Don't trust your gut: Use data to predict and shape the future Default to open-be transparent and welcome feedback If you're comfortable with the amount of freedom you've given your employees, you haven't gone far enough. Drawing on the latest research in behavioral economics and a profound grasp of human psychology, Work Rules! also provides teaching examples from a range of industries-including lauded companies that happen to be hideous places to work and little-known companies that achieve spectacular results by valuing and listening to their employees. Bock takes us inside one of history's most explosively successful businesses to reveal why Google is consistently rated one of the best places to work in the world, distilling 15 years of intensive worker R&D into principles that are easy to put into action, whether you're a team of one or a team of thousands. Work Rules! shows how to strike a balance between creativity and structure, leading to success you can measure in quality of life as well as market share. Read it to build a better company from within rather than from above; read it to
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rewaken your joy in what you do. What is the secret of talent? How do we unlock it? This groundbreaking work provides readers with tools they can use to maximize potential in themselves and others. Whether you’re coaching soccer or teaching a child to play the piano, writing a novel or trying to improve your golf swing, this revolutionary book shows you how to grow talent by tapping into a newly discovered brain mechanism. Drawing on cutting-edge neurology and firsthand research gathered on journeys to nine of the world’s talent hotbeds—from the baseball fields of the Caribbean to a classical-music academy in upstate New York—Coyle identifies the three key elements that will allow you to develop your gifts and optimize your performance in sports, art, music, math, or just about anything. • Deep Practice Everyone knows that practice is a key to success. What everyone doesn’t know is that specific kinds of practice can increase skill up to ten times faster than conventional practice. • Ignition We all need a little motivation to get started. But what separates truly high achievers from the rest of the pack? A higher level of commitment—call it passion—born out of our deepest unconscious desires and triggered by certain primal cues. Understanding how these signals work can help you ignite passion and catalyze skill development. • Master Coaching What are the secrets of the world’s most effective teachers, trainers, and coaches? Discover the four virtues that enable these “talent whisperers” to fuel passion, inspire deep practice, and bring out the best in their students. These three elements work together within your brain to form myelin, a microscopic neural substance that adds vast amounts of speed and accuracy to your movements and thoughts. Scientists have discovered that myelin might just be the holy grail: the foundation of all forms of greatness, from Michelangelo’s to Michael Jordan’s. The good news about myelin is that it isn’t fixed at birth; to the contrary, it grows, and like anything that grows, it can be cultivated and nourished. Combining revelatory analysis with illuminating examples of regular people who have achieved greatness, this book will not only change the way you think about talent, but equip you to reach your own highest potential. A state-of-the-art psychological perspective on team working and collaborative organizational processes This handbook makes a unique contribution to organizational psychology and HRM by providing comprehensive international coverage of the contemporary field of team working and collaborative organizational processes. It provides critical reviews of key topics related to teams including design, diversity, leadership, trust processes and performance measurement, drawing on the work of leading thinkers including Linda Argote, Neal Ashkanasy, Robert Kraut, Floor Rink and Daan van Knippenberg. Positive Psychology at Work brings the fields of positive psychology and appreciative inquiry together for the first time to provide leaders and change agents with a powerful new approach to achieving organizational excellence. Draws together positive psychology and appreciative inquiry in the context of leadership organizational challenges for the first time. Presents academically rigorous and referenced material in a jargon-free, accessible manner. Arranged with chapters focused on specific organizational challenges to allow readers to quickly find ideas relevant to their unique situation. Features short contributions from experienced practitioners of positive psychology and Appreciative Inquiry, and includes case studies from the UK, Europe, Australia and the USA. Additionally, the implications of these paths for development and performance are examined.”--BOOK JACKET. This book examines both academic and practical theories relating to leader development. It broadens the scope of this topic by including data-driven theory and proposals from diverse areas that are either not currently represented or are poorly addressed in existing literature. This 15th volume in the Annals of Theoretical Psychology series aims to propose, identify, and characterize new theoretical, educational, and practical gaps in leader development. The initial chapters explore concepts related to individual or internal aspects of leaders. Subsequent chapters deconstruct leader development by considering behaviors or skills and various environmental factors that affect development. The book also examines shortcomings of our current understanding of this topic that cuts across multiple disciplines. Topics featured in this book include: Cognition, readiness to lead, courage through dialogue, and relationship considerations Behavioral elements and approaches for developing followership, conflict management, creativity, virtue, and epistemic cognition in growing leaders for complex environments. Seven Steps to establish a Leader and Leadership Education and Development Program. The Dark Triad of personality, psychobiosocial perspectives, and mental ability in leaders Leader Development Deconstructed will be of interest to research scholars, academics, educators, and practitioners as well as executive coaches, college or university administrators, military leaders, philanthropic and non-profit organization leaders, and management consultants.

“Despite the extensive body of knowledge associated with leader and leadership development, significant gaps still exist in our understanding of these processes. This book is a noteworthy effort to help fill in the blanks through empirical research and contextual application. It is worthy of perusal by anyone interested in becoming a more effective leader or leader developer.” Bernard Banks, Ph.D., Associate Dean of Leadership Development, Northwestern University Kellogg School of Management "One of the most powerful ways leaders can have an impact on others and their mission is to manage for innovation. This book is a great step in moving towards..."
exploring how you do that, and I’m thrilled to be a part of that conversation!” Frances Hesselbein, President and CEO, Frances Hesselbein Leadership InstituteWinner of the University of San Diego Outstanding Leadership Book Award 2012! Shortlisted for the British Psychological Society Book Award 2011! Shortlisted for the CMI (Chartered Management Institute) Management Book of the Year Award 2011–2012! According to John Adair, the most important word in the leader’s vocabulary is "we" and the least important word is "I". But if this is true, it raises one important question: why do psychological analyses of leadership always focus on the leader as an individual – as the great ‘I’? One answer is that theorists and practitioners have never properly understood the psychology of "we-ness". This book fills this gap by presenting a new psychology of leadership that is the result of two decades of research inspired by social identity and self-categorization theories. The book argues that to succeed, leaders need to create, champion, and embed a group identity in order to cultivate an understanding of 'us' of which they themselves are representative. It also shows how, by doing this, they can make a material difference to the groups, organizations, and societies that they lead. Written in an accessible and engaging style, the book examines a range of central theoretical and practical issues, including the nature of group identity, the basis of authority and legitimacy, the dynamics of justice and fairness, the determinants of followership and charisma, and the practice and politics of leadership. The book will appeal to academics, practitioners and students in social and organizational psychology, sociology, political science and anyone interested in leadership, influence and power.In this book, some of the world’s leading scholars come together to describe their thinking and research on the topic of the psychology of leadership. Most of the chapters were originally presented as papers at a research conference held in 2001 at the Kellogg School of Management of Northwestern University. The contributions span traditional social psychological areas, as well as organizational theory; examining leadership as a psychological process and as afforded by organizational constraints and opportunities. The editors’ goal was not to focus the chapters on a single approach to the study and conceptualization of leadership but rather to display the diversity of issues that surround the topic. Leadership scholars have identified a host of approaches to the study of leadership. What are the personal characteristics of leaders? What is the nature of the relation between leaders and followers? Why do we perceive some people to be better leaders than others? What are the circumstances that evoke leadership qualities in people? Can leadership be taught? And so on. The contributions to this book examine these important questions and fall into three categories: conceptions of leadership, factors that influence the effectiveness of leadership, and the consequences and effects of leadership on the leader. All in all, the chapters of this volume display part of a broad spectrum of novel and important approaches to the study of the psychology of leadership. We hope that they are equally useful to those who are or would be leaders and to those who study the topic. As recent events have served to remind us, it is too important a topic to be ignored by psychologists.LEADERSHIP Effective leadership does not occur by chance. Leaders must be trained and groomed for the daunting responsibility of leading organizations. This textbook edition offers examples of leadership and governance from the non-profit sector, businesses, public and private education, higher education, and other organizations. The author highlights over 50 case studies to illustrate concepts about leadership. Also, there are 531 references and numerous theories and concepts about many aspects of leadership. Key concepts, discussion items, and lessons learned are provided at the end of each chapter. Research shows that half of the people currently in leadership positions will fail. Why they fail and what can be done to prevent failure are the main subjects of this book. The author shows that effective leadership is possible and he illustrates why and how."Bravo to Barbara Kellerman! Building upon a lifetime of scholarship and upon a popular course she has created at Harvard, Kellerman brings between the covers of a single volume the world’s classic literature on leadership. Every thoughtful leader will find deep, rich rewards here." -- David Gergen, Director, Center for Public Leadership Harvard Kennedy School, Former Presidential Adviser Bolster your leadership literacy—and improve your performance as a leader or manager. Leadership, says author, leadership expert, and Harvard Professor Barbara Kellerman, "is all about what leaders should learn—but it is decidedly not, deliberately not, about what leadership education has lately come to look like." Instead, Leadership is a concise yet expansive collection of great leadership literature that has stood the test of time. As Kellerman makes clear in her extensive, authoritative commentaries, every single selection has had, and continues to have, an impact on how and what we think about what it means to lead. And every single one has had an impact on leadership as an area of intellectual inquiry—as well as on the course of human history. Part I of Leadership consists of writings about leadership: Lao Tzu—on how to lead lightly Plato—on tyrannical philosophers—kings Machiavelli—on the preservation of power In Part II, you'll find examples of what Kellerman uniquely identifies as writing about leadership—works and words that thanks to their persuasiveness and power, changed the world: Thomas Paine—Common Sense Elizabeth Cady Stanton—"Declaration of Sentiments" Rachel Carson—Silent Spring Part III presents leaders in action—individuals who seized the moment to captivate, motivate, and lead with their singular personal power to persuade: Abraham Lincoln—on war and redemption
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Elizabeth I—on gender and power Vaclav Havel—on the power of the powerless The selections themselves, each a classic of the leadership literature, together with Kellerman's expert commentary, make Leadership required reading for those who want to learn about, reflect on, and even apply the greatest leadership literature lessons, ever. Barbara Kellerman is the James MacGregor Burns Lecturer in Public Leadership at Harvard University's John F. Kennedy School of Government. Her writing has appeared in The New York Times, The Washington Post, The Boston Globe, The Los Angeles Times, and Harvard Business Review, and she has appeared on CBS, NBC, NPR, and CNN. She is author and editor of many books on leadership, most recently Bad Leadership and Followership. Kellerman is ranked by Forbes.com as among the "Top 50 Business Thinkers" (2009), and by Leadership Excellence in the top 15 of 100 "best minds on leadership" (2008-2009).This book provides a long overdue conceptual framework for integrating evidence-based principles of school psychology leadership across NASP (National Association of School Psychologists) domains of practice. It explicates the myriad ways in which school psychologists can-and should serve as leaders across the NASP domains, examines the leadership role of school psychologists within each NASP domain, and presents both historical and contemporary contexts of the domains of practice. Key areas of coverage include: Concrete examples of school psychologists as leaders in the field. Spearheading initiatives and service delivery models involving consultation and collaboration. Academic intervention planning. Behavioral and mental health services. Crisis intervention and prevention. Consultation, program evaluation, and ethics of professional practice. The book offers a cogent framework for practitioners and trainers of school psychologists to further integrate principles of leadership into their work in the field. The volume culminates with a discussion of the role of school psychologists as advocates for the practice through legislative and social justice policy. Principles of Leadership in School Psychology is an essential resource for researchers, professors, and graduate students as well as professionals in school and clinical child psychology, educational policy and practice, and social work as well as all interrelated disciplines. During the last decade, the sustainability position in multinational corporations has grown in influence. Much literature has explored how corporations can play an important role in solving the environmental challenges facing the planet. However, until now, there has been little research on sustainability leadership at the individual level. In this book, Schein explores the deeper psychological motivations of sustainability leaders. He shows how these motivations relate to overall effectiveness and capacity to lead transformational change and he explores the ways in which the complexity of sustainability is driving new approaches to leadership. Drawing on interviews with 75 leaders from over 40 multinational corporations and NGOs, Schein explores how ecological worldviews are developed and expressed in global sustainability practice. By applying key theories from developmental psychology, integral ecology and eco-psychology to sustainability practice, Schein encourages us to think about leadership in a different way. A New Psychology for Sustainability Leadership will be of interest to an interdisciplinary audience of social scientists, educators, corporate executives, and social entrepreneurs. The insights from this book can be usefully integrated into leadership curriculum and development programs to help the next generation of leaders respond to global challenges. "A better understanding of the psychological relationships at play within current working environments will enable leaders to achieve greater success for themselves and their organizations. Leadership Psychology outlines how inspirational leaders across a range of award-winning companies of all sizes understand their employees' psychological needs and use that knowledge to affect behaviour and enhance performance. The book showcases examples of leadership best practice in businesses featured in The 2013 Sunday Times 100 Best Companies to Work for Survey. Exclusive information gained through interviews with the most highly regarded leaders of a special selection of these winning companies is analyzed and critically evaluated, using the underpinning principles of occupational psychology to reveal modern trends in working practice. This book provides up-to-the-minute practical guidance, based upon a rigorous psychological foundation, to executives holding operational or strategic leadership positions in businesses of all shapes and sizes." --This book both acknowledges the complexity emerging from the three main components of leadership--the leader, the led, and the environment--while providing a sound, foundational structure in which the complexity of this area of study can be better understood. This book is the first practical, hands-on guide that shows how leaders can build psychological safety in their organizations, creating an environment where employees feel included, fully engaged, and encouraged to contribute their best efforts and ideas. Perhaps the leader’s most challenging task is to increase intellectual friction while decreasing social friction. When this doesn't happen and it becomes emotionally expensive to say what you truly think and feel, that lack of psychological safety triggers the self-censoring instinct, shuts down learning, and blocks collaboration and creativity. Timothy R. Clark, a former CEO, Oxford-trained social scientist, and organizational consultant, provides a research-based framework to help leaders transform their organizations into sanctuaries of inclusion and incubators of innovation. When leaders cultivate psychological safety, teams and organizations progress through four successive stages. First, people feel included and accepted; then they feel safe to learn, contribute, and finally,
challenges the status quo. Clark draws deeply on psychology, philosophy, social science, literature, and his own experiences to show how leaders can, and must, set the tone and model the ideal behaviors—as he says, "you either show the way or get in the way." This thoughtful and pragmatic guide demonstrates that if you banish fear, install true performance-based accountability, and create a nurturing environment that allows people to be vulnerable as they learn and grow, they will perform beyond your expectations. The Oxford Handbook of Social Influence restores this important field to its once preeminent position within social psychology. Editors Harkins, Williams, and Burger lead a team of leading scholars as they explore a variety of topics within social influence, seamlessly incorporating a range of analyses (including intrapersonal, interpersonal, and intragroup), and examine critical theories and the role of social influence in applied settings today. Offers a step-by-step financial success program that is concise, easy to understand and apply. Willy Brandt once said that every good leader is also an amateur psychologist. Nowhere is that more true than in today's new breed of business organization. In the high-involvement, high-commitment organization of the 1990s, every manager is called upon to assume the role of leader, and the most successful leaders are those who possess the psychological insight and skills needed to motivate and empower their staffs, facilitate teamwork and cooperation, and unite all those working under them in a common cause. Now Psychology for Leaders arms you with the core psychological knowledge and skills you need to be an effective leader of a department, multilevel organization, or small business. Written by two authors whose considerable expertise spans the worlds of both psychology and business, this book taps into the latest research findings on the psychology of leadership and gives them to you in a highly accessible, action-oriented form. In addition to gaining profound insights into human behavior in the workplace and its underlying motivations, you'll learn how to develop a motivating, uniting bottom line, how to strengthen cooperation, foster teamwork and develop self-managing teams, improve your communication skills, express your feelings more effectively, manage conflict as a means of improving performance and productivity, and much more. In writing Psychology for Leaders, Dean and Mary Tjosvold also drew on material gleaned from interviews with dozens of managers in a wide range of organizations in the U.S. and Canada, Europe and Pacific Asia, as well as their experiences managing their own multimillion dollar health services corporations. As a consequence, throughout this fascinating and instructive book, the authors bring psychological abstractions to life with many inspiring real-life success stories and vignettes that vividly illustrate psychology in action in the workplace. Psychology for Leaders was designed to provide managers with psychological training they need to be effective leaders. Reading it could very well prove to be one of the most important career moves you'll ever make. In today's "synergistic," team-oriented business organization, every manager is a leader. Now this fascinating and instructive book schools you in the core psychological knowledge and skill that every manager/leader needs to motivate, empower, and unite their people effectively. "I wish this book was available when we were designing a training program for new program managers. Although most leaders are typically content experts, they have not studied the psychology of leadership and this is what seems to cause them problems in their careers. Psychology for Leaders provides insight into these challenges and recommends sound, practical approaches to achieving their business objectives." -- Candice L. Phelan, PhD Human Resource Development Lockheed Missiles and Space Co., Inc. Austin Division "Dean and Mary Tjosvold have created a new, distinctly different learning approach to the elusive subject of leadership. Written in everyday, understandable language and richly illustrated with practical cases, it is a valuable guide to developing and enhancing leadership skills. I would urge anyone from the newest to the most experienced manager/executive to read and absorb this book. It will be time profitably spent." -- Richard J. Haagen Retired Chairman of the Board & CEO Allstate Insurance Company Executive-in-Residence Southern Methodist University "There are many books about leadership on the market. This one provides insight into the 'whys' behind the actions of successful leaders. It's a practical how-to guide providing value for anyone who wants to accept the leadership challenge." -- Sue Elliot Vice President of Human Resources TGI Friday Inc. This text explores the nature of ethical leadership in terms of that which is viewed as morally good, & that which is viewed as technically or professionally competent. Drawing on the authors' experience in teaching & researching leadership, it provides a model from which practical strategies can be derived for good & effective leadership. Science has discovered many things about people in the workplace; how output can be increased, happiness improved, patterns of communication optimized. But these research insights rarely make it outside the lab. This book bridges that gap. Organizational Psychologist Felicia Page artfully weaves psychological research together with practical application. She marries the science of leadership with its implementation. This book is written for the entrepreneur, the CEO, the executive, and the senior manager. In short, for leaders in the real world. Filled with fascinating examples, case studies, and anecdotes from some of the most effective leaders and forward thinking companies. Drawing upon substantial research this book presents the essential leadership models and equips practitioners with tools for developing effective coaches and working with business leaders. This second edition includes new chapters on Executive Stress Coaching and Coaching Across the Gender
Divide. Do you want to boost your influence? Improve your thinking? Lead more effectively? Make more profits? Feel happier and more fulfilled? Be the best leader that you can be? A Travel Guide to Leadership helps you discover a deeper level of who you are as a person and as a leader. The word lead originates from the Old English, lædan, meaning "cause to go with one" or "to travel." Alan presents strategies in an easy to read format and using real life stories that have the power to transform yourself, your relationships, and your career! Find out why Doug Parks said in his interview on Science for Life, "Alan has taken his life story and turned it into an incredible book!" Jack "BroJack" Williams, Minister, BroJack Ministries and Manager, Patient Services, Quest Diagnostics said of the book, "If as a leader, you are interested in learning how to be a better and more effective leader, then this book is for you!" A pioneering neuroscientist reveals how brain science can transform how we think about leadership, team-building, decision-making, innovation, marketing, and more. Leadership is a set of abilities with which a lucky few are born. They’re the natural relationship builders, master negotiators and persuaders, and agile and strategic thinkers. The good news for the rest of us is that those abilities can be developed. In The Leader’s Brain: Enhance Your Leadership, Build Stronger Teams, Make Better Decisions, and Inspire Greater Innovation with Neuroscience, Wharton Neuroscience Initiative director Michael Platt explains how. Over two decades as a professor and practitioner in neuroscience, psychology, and marketing, Platt’s pioneering research has deepened our understanding of how key areas of the brain work—and how that understanding can be applied in business settings. Neuroscience is providing answers to many of leadership’s most vexing challenges. In The Leader’s Brain, Platt explains: Why two managers, when presented with the same set of information, make very different decisions; Why some companies (Apple) build strong social and emotional connections with their customers and others do not (Samsung); How some of the most significant events in sports history, like the "Miracle on Ice," contain insights for how to build a team; Why even some of the most visionary business leaders can make disastrous decisions, and how to fix that. The Leader’s Brain relates findings like these, and many more, to help enhance leadership in an ever-shifting world entering a "new normal." In this fast-reading and engaging guide, you’ll gain actionable insights you can put into practice as a leader. You will also learn what’s going on in your team’s brains when they are working in sync with one another, how you can tweak your message delivery to make sure others hear you, how to encourage greater creativity and innovation, and much more. Your inner Chimp can be your best friend or your worst enemy?this is the Chimp Paradox. Do you sabotage your own happiness and success? Are you struggling to make sense of yourself? Do your emotions sometimes dictate your life? Dr. Steve Peters explains that we all have a being within our minds that can wreak havoc on every aspect of our lives—be it business or personal. He calls this being "the chimp," and it can work either for you or against you. The challenge comes when we try to tame the chimp, and persuade it to do our bidding. The Chimp Paradox contains an incredibly powerful mind management model that can help you be happier and healthier, increase your confidence, and become a more successful person. This book will help you to: —Recognize how your mind is working —Understand and manage your emotions and thoughts —Manage yourself and become the person you would like to be. Dr. Peters explains the struggle that takes place within your mind and then shows you how to apply this understanding. Once you’re armed with this new knowledge, you will be able to utilize your chimp for good, rather than letting your chimp run rampant with its own agenda. The difference between flourishing and floundering is 10X. The difference between quantity and quality is a factor of 10. The difference in levels of engagement is exponential. People functioning at the highest level are what the authors call 10x leaders. Research on these leaders consistently brought up five major strengths. This book teaches readers to become a 10x leader using these five key areas, the SHARP framework. ? Strengths: 10X leaders stop trying to eliminate weaknesses and learn to focus on their strengths ? Health: 10X leaders stop trying to eliminate stress and learn how to integrate periods of restoration ? Absorption: 10X leaders stop waiting for the lightning of focus and creativity to strike and learn how to achieve consistent engagement and presence ? Relationships: 10X leaders stop trying to exert power and control and learn to cultivate healthy relationships through positivity and authenticity ? Purpose: 10X leaders stop grinding out tasks and learn how to find meaning and commitment in everything they do. The 10X elixir of peak performance comes not from focusing on just one of these areas, but from learning to light the fire of all five aspects of SHARP and functioning naturally with them on a daily basis. If you just cultivate one or two aspects of leadership skills you are unlikely to succeed. If one of the five isn’t taken care of it affects the performance of the whole. But if you focus on all five areas, you will not only be more likely to find what helps you most, you have the best chance of enjoying the synergy of performance multiplication. This book includes contributions from top scholars who outline the best leadership practices for the benefit of the practicing leader. Each chapter focuses on a specific area of leadership practice and ends with a set of “take away” best practices in each area—an executive summary in reverse—that will serve as a quick reference for those who might want to peruse chapters, but still extract the best practices, as well as a summary for those who thoroughly read each chapter. “Jay Alden Conger and Ronald Riggio have brought together a galaxy of
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sophisticated yet practical experts on leadership, stressing both the complexity and indispensability of both transactional and transforming leadership, with the blessing of the pioneering student of leadership, Bernie Bass. —James MacGregor Burns, professor emeritus, Williams College, and Pulitzer Prize winner

Use this helpful book to learn about the leadership 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. This groundbreaking book provides a refreshing introduction to the field of leadership and is jam-packed with theoretical and practical insights derived from a wealth of applied scientific research conducted by the authors and their colleagues around the world over the last three decades. It starts from the premise that leadership is never just about leaders. Instead it is about leaders and followers who are joined together as members of a social group that provides them with a sense of shared social identity -- a sense of 'us-ness'. In these terms, leadership is understood as the process through which leaders work with followers to create, represent, advance, and embed this sense of shared social identity. The new edition of this award-winning book presents a wealth of evidence from historical, organizational, political and sporting contexts to provide an expanded exploration of these processes of identity leadership in action. In particular, it builds upon the success of the first edition by examining the operation of identity leadership in contemporary society and fleshing out practical answers to key organizational and institutional challenges. Drawing on real-world examples and rich data sources, this book will appeal to academics, researchers and students of psychology, business and management, as well as to practitioners, policy makers and anyone interested in the workings of leadership, influence and power. A better understanding of the psychological relationships at play within current working environments will enable leaders to achieve greater success for themselves and their organizations. Leadership Psychology outlines how inspirational leaders across a range of award-winning companies of all sizes understand their employees’ psychological needs and use that knowledge to affect behaviour and enhance performance. The book showcases examples of leadership best practice in businesses featured in The Sunday Times 100 Best Companies to Work for Survey. Exclusive information gained through interviews with the most highly regarded leaders of a special selection of these winning companies is analyzed and critically evaluated, using the underpinning principles of occupational psychology to reveal modern trends in working practice. Leadership Psychology also includes unique information based on the author’s discussions with military professionals at Sandhurst, sharing one-of-a-kind insights about what makes a strong leader under pressure. With updated looks at the unwritten 'psychological contract,' between employers and employees and a new analysis of Herzberg's motivational hygiene theory, Leadership Psychology is an original and timely addition to studies of leadership in the context of motivational factors. This book provides up-to-the-minute practical guidance, based upon a rigorous psychological foundation, to executives holding operational or strategic leadership positions in businesses of all shapes and sizes. A state-of-the-art reference, drawing on key contemporary research to provide an indepth, international, and competencies-based approach to the psychology of leadership, change and OD. Puts cutting-edge evidence at the fingertips of organizational psychology practitioners who need it most, but who do not always have the time or resources to keep up with scholarly research. Thematic chapters cover leadership and employee wellbeing, organizational creativity and innovation, positive psychology and Appreciative Inquiry, and leadership culture fit. Contributors include David Cooperrider, Manfred Kets de Vries, Emma DonaldsonFeilder, Staale Einarsen, David Day, Beverley AlimoMetcalf, Michael Chaskalson and Bernard Burnes. Leadership and Diversity in Psychology explores the topics of leadership and diversity from a range of different perspectives. The authors draw from professional experience and research to support their reflections on leadership with diverse populations, leadership in organizations and developing leadership style. Incorporating current theory and up-to-date research concerning current trends towards more relational and integrative work, the book emphasises practitioners’ reflections of their own experience. It reflects the contemporary focus towards more pluralistic/integrative practice, which has moved away from traditional orientations involving specific
ways of working. Leadership and Diversity in Psychology will be of great interest to academics and researchers in the fields of clinical and counselling psychology and organizational psychology as well as professional practitioners. Look around your office. Turn on the TV. Incompetent leadership is everywhere, and there’s no denying that most of these leaders are men. In this timely and provocative book, Tomas Chamorro-Premuzic asks two powerful questions: Why is it so easy for incompetent men to become leaders? And why is it so hard for competent people—especially competent women—to advance? Marshaling decades of rigorous research, Chamorro-Premuzic points out that although men make up a majority of leaders, they underperform when compared with female leaders. In fact, most organizations equate leadership potential with a handful of destructive personality traits, like overconfidence and narcissism. In other words, these traits may help someone get selected for a leadership role, but they backfire once the person has the job. When competent women—and men who don’t fit the stereotype—are unfairly overlooked, we all suffer the consequences. The result is a deeply flawed system that rewards arrogance rather than humility, and loudness rather than wisdom. There is a better way. With clarity and verve, Chamorro-Premuzic shows us what it really takes to lead and how new systems and processes can help us put the right people in charge.

A better understanding of the psychological relationships at play within current working environments will enable leaders to achieve greater success for themselves and their organizations. Leadership Psychology outlines how inspirational leaders across a range of award-winning companies of all sizes understand their employees' psychological needs and use that knowledge to affect behaviour and enhance performance. The book showcases examples of leadership best practice in businesses featured in The Sunday Times 100 Best Companies to Work for Survey. Exclusive information gained through interviews with the most highly regarded leaders of a special selection of these winning companies is analyzed and critically evaluated, using the underpinning principles of occupational psychology to reveal modern trends in working practice.

Leadership Psychology also includes unique information based on the author’s discussions with military professionals at Sandhurst, sharing one-of-a-kind insights about what makes a strong leader under pressure. With updated looks at the unwritten ‘psychological contract,’ between employers and employees and a new analysis of Herzberg’s motivational hygiene theory, Leadership Psychology is an original and timely addition to studies of leadership in the context of motivational factors. This book provides up-to-the-minute practical guidance, based upon a rigorous psychological foundation, to executives holding operational or strategic leadership positions in businesses of all shapes and sizes.

Positive Psychology and Change explores how areas of positive psychology such as strengths, flow, and psychological capital can be applied to the everyday challenges of leading a dynamic and adaptive work community, and how collaborative group approaches to transformational change can be combined with a positive mindset to maintain optimism and motivation in an unpredictable working environment. Articulates a unique vision for organizational leadership in the 21st century that combines positive psychology, Appreciative Inquiry (AI), and collaborative group technologies.

Focuses on four specific co-creative approaches (Appreciative Inquiry, Open Space, World Café and SimuReal) and the ways in which they surpass traditional methods for organizational change. Explains the latest theory, research, and practice, and translates it into concrete, actionable ideas for meeting the day-to-day challenges of effective and adaptive leadership and management. Includes learning features such as boxed text, short case studies, stories, and cartoons. The book describes five core personality strengths and cognitive capacities that every leader must have: empathy, self-control/judgment self-awareness, critical thinking/judgment and trust. The author’s combined her experience and knowledge as a psychoanalyst and psychiatrist with the wisdom of the United States Army’s perspective on leader development to create a model that boards, search committees, private equity and investment bankers can use to assess potential leader candidates. The model is also presented in a manner that leaders and managers can use themselves to develop their leadership capacities.

The question of what impels leaders to lead and followers to follow is one of many questions that can be answered through an understanding of personality and psychological theories, in a study that discusses a range of issues, including the need for enemies, aging and political behavior, the impact of crisis-induced stress on policymakers, and the mind of a terrorist. If any of the following behaviors sound like you or someone you work with, beware! In Why CEOs Fail, David L. Dotlich and Peter C. Cairo describe the most common characteristics of derailed top executives and how you can avoid them: Arrogance—you think that you’re right, and everyone else is wrong. Melodrama—you need to be the center of attention. Volatility—you’re subject to mood swings. Excessive Caution—you’re afraid to make decisions. Habitual Distrust—you focus on the negatives. Aloofness—you’re disengaged and disconnected. Mischievousness—you believe that rules are made to be broken. Eccentricity—you try to be different just for the sake of it. Passive Resistance—you say what you want but don’t mean it. Perfectionism—you get the little things right and the big things wrong. Eagerness to Please—you try to win the popularity contest. Copyright code: b876d82c36ecbec78c05780980e9b45e