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Connective Leadership: Managing in a Changing World

Jean Lipman-Blumen

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“Quite simply, a masterpiece” — Warren Bennis



Managing in a Changing World

JEAN LIPMAN-BLUMEN

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Jean Lipman-Blumen : Connective Leadership: Managing in a Changing World before purchasing it in order to gage whether or not it would be worth my time, and all praised Connective Leadership: Managing in a Changing World:

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review helpful. Fast delivery. Book was interesting and insightful. By Rosalinda Fast delivery. Book was interesting and insightful.

Business today is framed by two global tensions. On the one hand, the age of the Internet has ushered in an unprecedented interdependence. People from far-flung reaches of the globe now find themselves in close contact, and collaboration is the order of the day. On the other hand, we still live in an autonomous world of diverse nations and unique individuals, and the businesses and organizations that we have created to represent us are equally unique. In this conflicting environment, a special approach to leadership is called for, one that tames these two forces and integrates them in a political but ethical way. The Connective Leadership model defines that approach, emphasizing various modes of working with and through other people instead of bowing to authoritarianism. This includes creating short-term coalitions instead of long-term alliances and forming ennobling enterprises to which people want to commit themselves. Based on extensive research analyzing the leadership styles of more than 5,000 leaders and managers world-wide, Lipman-Blumen has developed an innovative strategy that demonstrates how to move beyond competition towards an "ethical instrumentalism" that employs the talents of others to achieve strategic goals. Thoroughly researched and accessibly written, this book--originally published under the title *The Connective Edge*--provides the skills and information needed to move organizations, nations, and people into the emerging era with stellar results.

From Publishers Weekly Lipman-Blumen posits that organizations wanting to succeed in a world that is becoming more interdependent and more diverse simultaneously require a new leadership model. The book's three parts examine the origin and evolution of the human need for leadership, detail what is described as the Connective Leadership Model and explore the empirical organizational results and philosophical implications of this new model. Rightfully disdaining simplistic solutions, the author presents a complex design for the new leadership ideal--one that forms short-term coalitions to solve immediate problems (for example, George Bush and his Gulf War Alliance) and moves rapidly and adjusts easily to changing circumstances while taking a long-term perspective. The Connective Leadership Model combines "instrumentalism" with authenticity and accountability. Lipman-Blumen defines instrumentalism as a way of using both self and others to accomplish goals that are ethically good for the entire community--a kind of denatured Machiavellianism. The author argues powerfully for the necessity of a new type of leadership, but her model is at times fuzzy and difficult to grasp. Nor is it at all certain that when new-style leaders appear, their strengths will be appreciated and their guidance heeded. Gorbachev, praised by the author for his connective style, hardly shines as a successful role model. Lipman-Blumen serves as codirector of the Institute for Advanced Studies in Leadership at the Peter F. Drucker Graduate Management Center in Claremont, Calif. Copyright 1996 Reed Business Information, Inc. From Library Journal Yet another book on leadership? asks the author in her preface, and readers may still be asking that question after finishing this book. Relying on her extensive use of original leadership-analysis instruments with thousands of executives, Lipman-Blumen (*Gender Roles and Power*, 1984) approaches leadership in terms of connecting seemingly contradictory macro-level tensions, all the while honoring diversity. She offers an interesting discussion of the meaning of leadership in America, the stages of leadership development that led to this connective concept, and examples of known leaders from political, business, and social milieus. The bulk of the work explains nine styles of connective leadership, based on thousands of responses to assessment scales (not provided here). Thus, readers will have to contact the author directly to use those assessment tools. While intriguing, and a nice supplement to the theoretical concepts of Margaret Wheatley's *Leadership and the New Science* (LJ 8/92), this work sits in the shadow of Peter Block's *Stewardship* (LJ 6/15/93). Consider only on demand. Dale Farris, Groves, Tex. Copyright 1996 Reed Business Information, Inc. "This is the kind of book that will be required reading in some business schools and many management and psychology departments. It should also be read by business process re-engineering practitioners who are searching for a deeper understanding of re-engineering's most critical success factors: executive leadership."-- *Enterprise Re-engineering* "[Lipman-Blumen's] book will clearly be one of the most seminal and exciting books about this elusive and important factor for some time to come. Quite simply the book is a masterpiece."--Warren Bennis, Professor of Business Administration and Founding Chairman of The Leadership Institute at USC