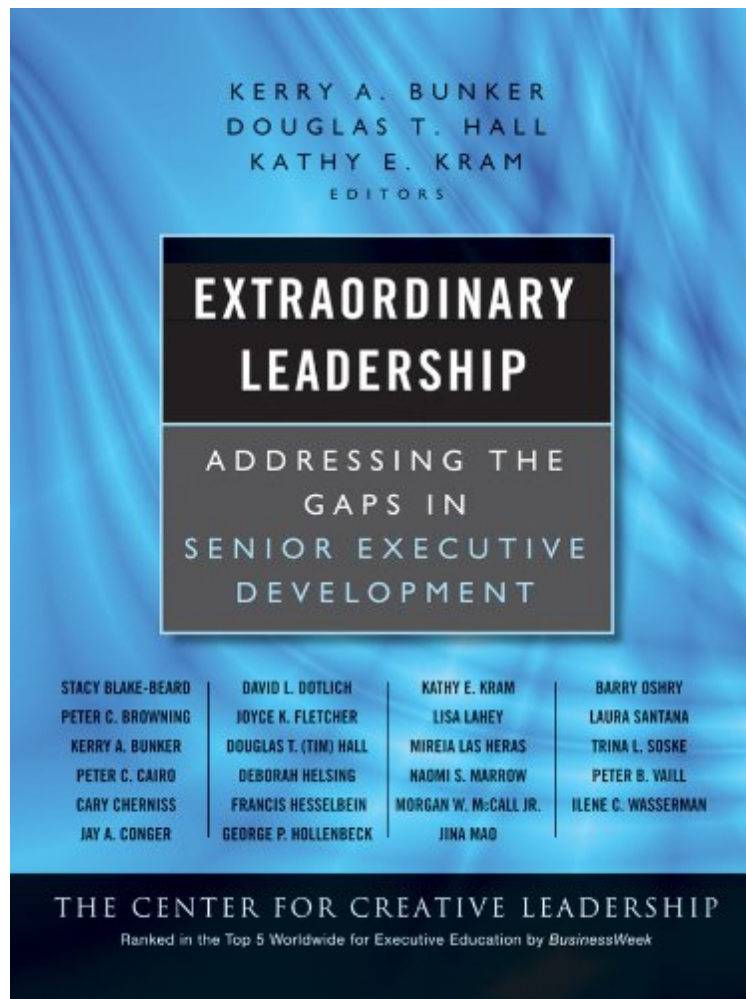


[Library ebook] Extraordinary Leadership: Addressing the Gaps in Senior Executive Development (J-B CCL (Center for Creative Leadership))

Extraordinary Leadership: Addressing the Gaps in Senior Executive Development (J-B CCL (Center for Creative Leadership))

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From Jossey-Bass : Extraordinary Leadership: Addressing the Gaps in Senior Executive Development (J-B CCL (Center for Creative Leadership)) before purchasing it in order to gage whether or not it would be worth my time, and all praised Extraordinary Leadership: Addressing the Gaps in Senior Executive Development (J-B CCL (Center for Creative Leadership)):

0 of 0 people found the following review helpful. Four StarsBy Arif RazaGood book !!!!!2 of 2 people found the following review helpful. Where are the "gaps"? How to reduce (if not eliminate) them?By Robert MorrisWhat we have in this single volume is a collection of essays that address the gaps in senior executive development from 23 contributors, including the co-editors who are Kerry A. Bunker, Douglas T. Hall, and Kathy E. Kram. As explained in the Preface, "The authors and editors came together for two days early in the [collaborative] process to identify the

nature and pattern of the gaps in senior executive development, structure the format for the book, and identify and shape the content for individual chapters. We all returned to [the Center for Creative Leadership] after completing first drafts to identify and strengthen the collective themes in our work, fine tune the structure, and give and receive input on individual chapters. The integrative involvement and commitment of the chapter authors played an important role in teasing out the subtle and often invisible dynamics that either cement or undermine the development of extraordinary leadership."Here is how the material is organized: authors of the three essays in Part One examine the gaps at the intrapersonal that "tend to block the pathway to growth and success at subsequent stages of leadership development"; authors of the three essays in Part Two "highlight several subtle yet powerful dynamics within individual leaders that, if not clearly understood, can undermine relations with colleagues at work and ultimately impede critical work outcomes...Sharing the basic premise that leadership is a relational process,...the authors offer specific strategies for transforming these invisible dynamics into positive influences"; the authors of the essays in Part Three "look at applying what we already know about developing leaders to promote understanding and management of power relationships in organization, and toward informed actions that promote inclusion in a diverse global environment"; authors of the essays in Part Four focus on the external environment "for a perspective that may be missing most often in writings on leadership [i.e. the gap at the institutional level]. Perhaps this view is missing because we often tend to think of leadership as focusing on the relationship between the leader and those who report to him or her. But the process of managing up or out is generally even more important than managing down."Here are a few of the essay titles that suggest the scope of coverage:"Unlocking Leadership Potential: Overcoming Immunities to Change," Deborah Helsing and Lisa Lahey"Helping Leaders to Become Emotionally Intelligent," Cary Cherniss"The Not-So-Secret Sauce of the Leadership Development Recipe," Morgan W. McCall Jr. and George P. Hollenbeck"Developing Leaders with Cultural Intelligence: Exploring the Cultural Dimensions of Leadership," Laura Cornutt, Mireia las Heras, and Jina Mao"Looking Forward: Creating Conditions for Extraordinary Leadership," Kathy E. Kram, Douglas (Tim) Hall, Kerry A. BunkerAs I began to work my way through the 14 essays, the thought occurred to me that extraordinary leadership would be needed to reduce (if not eliminate) the current "gaps" to which the 23 contributors refer. Moreover, that each "gap" poses challenges at the interpersonal level, between and among leaders, in the system, and at the institutional level. It remains for each reader to determine which specific subjects and which specific essays are most directly responsive to her or his own needs and interests.I also highly recommend these two sources:The AMA Handbook of LeadershipMarshall Goldsmith, John Balboni, and Sarah McArthur, Co-EditorsAMACOM (2010)Handbook of Leadership Theory and Practice: A Harvard Business School Centennial ColloquiumNitin Nohria and Rakesh Khurana, Co-EditorsHarvard Business Press (2010)

Wisdom for Developing Extraordinary Leaders"This book contains a rich collection of wisdom, experience, and insight for addressing the gaps in learning and development that the traditional models for training, talent development, and succession planning fail to address. As you address your own executive development needs or those of others, we hope you'll create your own recipe for pulling everything together. A rich stock of openness, vulnerability, and learning readiness forms the base for developing leadership capacity and can carry all of the ingredients that high-performing managers need to set the table for extraordinary leadership."mdash;From the IntroductionThe Center for Creative Leadership (CCL) is the world's largest institution devoted exclusively to leadership research and education. Since 1970, CCL has studied and trained hundreds of thousands of executives and worked with them to create practical models, tools, and publications for the development of effective leaders and leadership.

From the Inside FlapExtraordinary Leadership While top-level leaders may be exceptionally gifted and successful, they often have gaps in their skills in such vital areas as interpersonal relationships, adapting to rapid change and complexity, partnering and sharing responsibility and accountability, and inspiring and motivating others. From the acclaimed Center for Creative Leadership (CCL) comes an essential resource that explores the subtle yet powerful gaps that separate successful top-level leaders from extraordinary ones. Extraordinary Leadership is filled with proven tools, frameworks, and processes that can guide good leaders to become truly exceptional. Extraordinary Leadership contains a rich collection of wisdom, experience, and insight on a variety of topics relevant to senior leaders such as authenticity, credibility, emotional competence, social intelligence, developmental relationships, growth through connection, ability to learn, life-stage development, and overdone and fatal flaws. Throughout the book, a host of leadership experts such as Jay Conger, David Dotlich, Peter Cairo, Lisa Lahey, Morgan McCall, and Frances Hesselbein outline the four main lenses for examining leadership gapsmdash;the gap within, the gap between, the gap in the system, and the gap at the institutional levelmdash;and providemultiple strategies for enhancing the leader's learning journey. Extraordinary Leadership offers senior leaders a key to learning to lead with confidence and capability in our complex contemporary world. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.From the Back CoverWisdom for Developing Extraordinary Leaders "This book contains a rich collection of wisdom, experience, and insight for addressing the gaps in learning and development that

the traditional models for training, talent development, and succession planning fail to address. As you address your own executive development needs or those of others, we hope you'll create your own recipe for pulling everything together. A rich stock of openness, vulnerability, and learning readiness forms the base for developing leadership capacity and can carry all of the ingredients that high-performing managers need to set the table for extraordinary leadership."mdash;From the Introduction

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About the Author Kerry A. Bunker is founder and president of Mangrove Leadership Solutions, an executive development firm specializing in improving organizational leadership and performance through senior executive learning and coaching. Prior to forming his current organization, he was senior fellow and manager of the Awareness Program for Executive Excellence at CCL. Douglas T. (Tim) Hall is the Morton H. and Charlotte Friedman Professor of Management at the Boston University School of Management, director of the Executive Development Roundtable, and faculty director of the M.B.A. program. He is a core faculty member of the Human Resources Policy Institute. He is a former H. Smith Richardson Jr. Visiting Fellow at CCL and a former member of CCL's board of governors. Kathy E. Kram is professor of organizational behavior at the Boston University School of Management and Everett Lord Distinguished Faculty Scholar. She is a former member of CCL's board of governors.