

1. Record Nr.	UNINA9910454173203321
Autore	Weiss David S (David Solomon), <1953->
Titolo	The leadership gap [[electronic resource]] : building leadership capacity for competitive advantage / / David S. Weiss, Vince Molinaro
Pubbl/distr/stampa	Mississauga, ON, : John Wiley & Sons Canada, c2005
ISBN	1-283-20324-3 9786613203243 0-470-15876-X
Descrizione fisica	1 online resource (356 p.)
Altri autori (Persone)	MolinaroVince <1962->
Disciplina	658.4/092
Soggetti	Leadership Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Contents; Preface; THE PURPOSE OF THE BOOK; A DESCRIPTION OF THE BOOK; WHO WILL BENEFIT FROM THIS BOOK; HOW TO READ THIS BOOK; Acknowledgements; Part One: THE BUSINESS IMPERATIVE; Chapter One: Mission Critical; LEADERSHIP CAPACITY AND THE LEADERSHIP GAP; THE CHANGING BUSINESS ENVIRONMENT NECESSITATES NEW WAYS OF THINKING; THE LEADERSHIP GAP IS MISSION CRITICAL; CURRENT SOLUTIONS ARE NOT BRIDGING THE GAP; THE FOUR ASPECTS OF THE LEADERSHIP GAP; Chapter Two: Bridging the Leadership Gap; BRIDGING THE LEADERSHIP GAP; Part Two: THE LEADER'S RESPONSE; Chapter Three: Holistic Leadership: An Overview UNDERSTANDING HOLISTIC LEADERSHIP FUNCTIONAL LEADERSHIP; AN EXAMPLE OF DYSFUNCTIONAL EXECUTIVE LEADERSHIP AND ITS IMPLICATIONS; THE NEED FOR HOLISTIC LEADERSHIP; Chapter Four: Customer Leadership; THE CHANGING CUSTOMER DYNAMICS; IMPLICATIONS OF CUSTOMER DYNAMICS; THE PUBLIC AND PRIVATE SECTOR CUSTOMER; FIVE EXPECTATIONS OF CUSTOMER LEADERSHIP; FROM CUSTOMER VALUE TO CUSTOMER LOYALTY; CUSTOMER LEADERSHIP IS THE HEART OF HOLISTIC LEADERSHIP; Chapter Five: Business Strategy; DEVELOPING BUSINESS STRATEGY; THE BUSINESS STRATEGY PROCESS; ARCHITECT STRATEGY; BALANCE PRIORITIES; CONTINGENCY SCENARIOS

DEPLOY PLANS EVALUATE OUTCOMES; LEVERAGE BUSINESS STRATEGY TO DEVELOP HIGH-POTENTIAL LEADERS; CLOSING COMMENTS; Chapter Six: Culture and Values; PILLAR 1 - LEAD CULTURE CHANGE; PILLAR 2 - INTEGRATE VALUES INTO THE ORGANIZATION; PILLAR 3 - DRIVE EMPLOYEE ENGAGEMENT WITH THE CULTURE AND VALUES; MEASURE AND TRACK PROGRESS ON THE CULTURE AND VALUES; CLOSING COMMENTS; Chapter Seven: Organizational Leadership; ORGANIZATIONAL LEADERSHIP - LEADING FOR ALIGNMENT AND ENGAGEMENT; THREE TOOLS TO BUILD HIGH-PERFORMANCE ORGANIZATIONS
TOOL #1: DEVELOP AN ENTERPRISE-WIDE PERSPECTIVE AND WORK IN THE INTEREST OF THE WHOLE ORGANIZATION TOOL #2: BUILD RELATIONSHIPS WITH AND INFLUENCE KEY STAKEHOLDERS; TOOL #3: INCREASE THE COLLABORATION AND INTEGRATION ACROSS THE ORGANIZATION; CLOSING COMMENTS; TEAM LEADERSHIP - EVEN MORE IMPORTANT TODAY; Chapter Eight: Team Leadership; THE FOUR TYPES OF TEAMS; ASSESSING TEAM LEADERSHIP; HOW TO BUILD STRONG TEAM LEADERSHIP; CLOSING COMMENTS; Chapter Nine: Personal Leadership; THE PERSONAL FACTORS THAT CAN DERAIL LEADERS; CAPABLE PERSONAL LEADERSHIP; CLOSING COMMENTS
Part Three: THE ORGANIZATION'S RESPONSE Chapter Ten: Leadership Capacity Implementation: An Overview; WHY LEADERSHIP CAPACITY IMPLEMENTATION IS IMPORTANT; CLOSING COMMENTS; Chapter Eleven: Embedding Leadership in the Organization; EMBEDDING LEADERSHIP: THE JOURNEY; THE THREE FOUNDATIONAL STRATEGIES FOR EMBEDDING LEADERSHIP IN AN ORGANIZATION; STRATEGY #1: ENSURE A SECURE SUPPLY OF LEADERSHIP TALENT; STRATEGY #2: DEVELOP A COMPELLING ORGANIZATION-SPECIFIC LEADERSHIP STORY; STRATEGY #3: ANCHOR TO A WELL-ESTABLISHED ORGANIZATIONAL PROCESS
WHAT IS LOST WHEN ONE OR MORE OF THE STRATEGIES TO EMBED HAVE NOT BEEN APPLIED?

Sommario/riassunto

Studies consistently show that quality leadership development programs pay off for companies -- in the form of shareholder returns, market share growth, and sales. However, many companies have inadequate leadership development programs. This book challenges traditional views of leadership development with a perspective that focuses on recognizing leadership as a source of competitive advantage. If you're a manager or an HR leader, The Leadership Gap offers the practical, effective strategies you need to close the leadership gap in your organizations, unleashing leadership potential for
