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Autore	McGoff Chris <1957->
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Note generali	On cover: "46 universal patterns of high performance."
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	The Primes; Contents; Introduction; Part 1 Universal Patterns of Leading in Uncertain Times; Chapter 1 Being Clear on What's Really Important; LEADING; IN- ON; CHANGE versus TRANSFORMATION; Chapter 2 Being Intentional and Going First; INTEGRITY; TRUST the UNIVERSE; DECLARATION; Chapter 3 Enrolling Others; DYNAMIC INCOMPLETENESS; ENNOBLEMENT; POWER; Part 2 Universal Patterns of Powerful Alliances; Chapter 4 Gaining Shared Perspective; BLIND MEN and the ELEPHANT; LEVELS of PERSPECTIVE; S-CURVES; Chapter 5 Establishing Shared Intent; CORE PRIME; PARITY; STAKE; Chapter 6 Taking Coordinated Action COHESIONREDPOINT; MUDA; Part 3 Universal Patterns of Outstanding Group Performance; Chapter 7 Making Decisions; LEADERSHIP SPECTRUM; CONSENSUS; OPEN- CLOSE- DECIDE; Chapter 8 Building an Intentional Culture; CULTURE; CONGRUENCE; FEEDBACK as CARING; Chapter 9 Social Contracting and Accountability within the Group; REQUEST; TRUST; BREACH; Chapter 10 Saying and Not Saying; Listening and Not Listening; PERIMETER; FACTS, STORIES, and BELIEFS; GOSSIP; Part 4 Universal Patterns of Group Failure; Chapter 11 Overcoming Resistance; LAGGARDS; FRAGMENTATION; SAME-

DIFFERENT

Chapter 12 Managing Intractable DilemmasBIG HAT- LITTLE HAT;
RIGHT versus RIGHT; RESOLUTION PRINCIPLES; Chapter 13 Avoiding
Tripping Hazards; CHASE- LOSE; PROCESS- CONTENT; SHAPE SHIFTING;
Chapter 14 Refusing to Hide Out; VICTIM- LEADER; COURT- LOCKER
ROOM; CONFUSION; Part 5 Universal Patterns of Thriving in Ambiguity;
Chapter 15 Avoiding Bright and Shiny Objects and Squirrels; A
CLEARING; ISSUES FORWARD; Chapter 16 Taking Great Care of Yourself;
COMMITMENT versus ATTACHMENT; BE; Notes; Index of The Primes;
About The Author

Sommario/riassunto

Discover fundamental principles of high-stakes change and
organizational transformation The ""primes"" are universal and
unavoidable patterns of group behavior that emerge whenever people
attempt to transform systems or collaborate to solve complex
problems. Every change agent has felt their effect, but few can
recognize, anticipate, and manage them. Unacknowledged, the primes
can put any leadership agenda at risk. Once mastered, the primes
become a force that drives intended outcomes. The Primes is a field
manual for anyone ready to step up to serious challenges, predict and
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