1. Record Nr. UNINA9910465901403321 Autore Feser Claudio **Titolo** When execution isn't enough: decoding inspirational leadership // Claudio Feser; foreword by Manfred Kets de Vries Hoboken, New Jersey:,: Wiley,, 2016 Pubbl/distr/stampa ©2016 **ISBN** 1-119-30271-4 Descrizione fisica 1 online resource (199 pages) Disciplina 658.4092 Soggetti Leadership Electronic books. Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Note generali Includes index. Nota di contenuto When Execution Isn't Enough: Contents: Foreword: Introduction: NOTES: PART One Inspiring and Influencing; CHAPTER 1 Influ-The Prologue; CHAPTER 2 Inspirational Leadership Matters; NOTES; CHAPTER 3 The Science of Influence; THE HARD TACTICS; Requesting; Legitimating; Coalition; THE SOFT TACTICS; Rational Persuasion; Socializing; Personal Appeals; Exchanging; Consultation; Inspirational Appeals; THE FREQUENCY OF USE OF INDIVIDUAL INFLUENCING APPROACHES; WHAT TACTICS WORK WHEN: NOTES: CHAPTER 4 The Neuroscience of Inspirational Leadership; OUR BRAIN; THE CONCEPT OF **NEUROPLASTICITY** LEARNING AND CHANGENOTES: CHAPTER 5 Influ-The Consultations: PART Two Inspiring Others; CHAPTER 6 Influ-"I hate school"; CHAPTER 7 How to Inspire; UNDERSTANDING INNER MOTIVATORS-EMPHATIC EXPLORATION: Good and Evil: Values: Pleasure and Pain: Emotions: Empathic Exploration: GETTING OTHERS TO COMMIT TO ACTION-WORKING ON THE INNER MOTIVATORS; Changing Inner Motivators: Role Modeling and Emotional Contagion; Addressing the Factors

Appeals

Driving Inner Motivators; EMPOWERING OTHERS TO ACT; NOTES; CHAPTER 8 Influ-Finding Empathy; PART Three Targeting Inspirational

CHAPTER 9 Influ-"They want you out CHAPTER 10 What Are People

Like?; CONTEXT; KNOW-HOW; SKILLS; YOUR MIND-SET:

UNDERSTANDING THE INNER OPERATING MODEL; PERSONALITY THEORIES: Values: Emotional Dispositions; OVERALL CONSIDERATIONS ON THE WAPL MODEL; NOTES; CHAPTER 11 Tailoring Influencing Approaches; CONTEXT; KNOWLEDGE; SKILLS; MIND-SET; Personality Traits; Values; Emotional Disposition; COMBINATIONS AND SALIENCE; NOTES; CHAPTER 12 Influ-Winning Carl Back; PART Four Inspiring at Scale; CHAPTER 13 Influ-"We have an offer"; CHAPTER 14 Inspiring at Scale The Influence Model UNDERSTANDING INNER MOTIVATORS OF ORGANIZATIONS-VALUES AND EMOTIONAL STATES OF ORGANIZATIONSOrganizational Values; Emotional State of Organizations; GETTING ORGANIZATIONS TO CHANGE-THE INFLUENCE MODEL; NOTES; CHAPTER 15 Influ-The Epilogue; Afterword; Appendix I: Leadership Behaviors; Appendix II: Organizational Health Index; NOTES; Appendix III: Personality Markers; Appendix IV: Emotional Disposition Markers; Acknowledgments; About the Author; Index; EULA