

1. Record Nr.	UNINA9910798679803321
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Titolo	When execution isn't enough : decoding inspirational leadership // Claudio Feser ; foreword by Manfred Kets de Vries
Pubbl/distr/stampa	Hoboken, New Jersey : , : Wiley, , 2016 ©2016
ISBN	1-119-30266-8 1-119-30271-4
Descrizione fisica	1 online resource (199 pages)
Classificazione	BUS027000
Disciplina	658.4092
Soggetti	Leadership
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; Legitimizing; 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 Inlu-The Consultations; PART Two Inspiring Others; CHAPTER 6 Inlu-"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 Driving Inner Motivators; EMPOWERING OTHERS TO ACT; NOTES; CHAPTER 8 Inlu-Finding Empathy; PART Three Targeting Inspirational Appeals CHAPTER 9 Inlu-"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 Inlu-Winning Carl Back; PART Four Inspiring at Scale; CHAPTER 13 Inlu-"We have an offer"; CHAPTER 14 Inspiring at Scale The Influence Model  
UNDERSTANDING INNER MOTIVATORS OF ORGANIZATIONS-VALUES AND EMOTIONAL STATES OF ORGANIZATIONS  
Organizational Values; Emotional State of Organizations; GETTING ORGANIZATIONS TO CHANGE-THE INFLUENCE MODEL; NOTES; CHAPTER 15 Inlu-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

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Sommario/riassunto

"The definition of great leadership, backed by ground-breaking research When Execution Isn't Enough examines the essential leadership skills that go beyond simply executing strategies well. It examines the leadership skills that inspire excellence and drive growth. Great leaders think differently, but their secrets, values, and behaviors can't be bottled--or can they? Is leadership so contextual that it defies standardization? In this book, McKinsey's global head of leadership development draws on ground-breaking McKinsey research to uncover 20 distinct leadership traits. All are important, but some make all the difference in inspiring organizations to exceptional results and growth--and a select few create the vast chasm between strong and weak organizations in terms of leadership effectiveness. Structured as a business parable, this book employs a rich cast of corporate characters to illustrate the critical behaviors of inspirational leadership and the outcomes that become possible. Attempting to nail down exactly what makes a leader inspirational is like trying to capture lightning in a bottle, but new McKinsey research has identified the behavioral leadership catalysts that inspire greatness. This book describes the behaviors to inspire that can be learned--to turn a good leader into a great leader. Understand the neuroscience of inspiration Tailor your inspirational approach to different leadership scenarios Initiate an inspiration cascade to influence people at scale The picture of leadership has changed over time. Today's great leaders are authentic, enthusiastic decision-makers with engaging visions, who are quick to communicate and take action. Less than half of all CEOs believe that their training investments will pay off, yet everyone agrees that leadership drives performance--where is the disconnect? It's in the belief that simple leadership behaviors equal results, forgetting that exceptional results only come from inspiration. When Execution Isn't Enough shows you how to attain the missing link of great leadership to bring exceptional results of your organization"--

"Using the firm's own practical experience and searching the relevant academic literature, Inspiring Change provides a comprehensive list of 20 distinct leadership traits, and explains which ones can make all the difference in inspiring growth in an organization through learning and practicing the traits of inspired leadership behaviors"--

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