

Online Library Senior Leadership Teams What It Takes To Make Them Great

Senior Leadership Teams What It Takes To Make Them Great

EXECUTIVE TEAM EFFECTIVENESS IS THE ELEPHANT IN THE ROOM. If you could change the way one team interacts, to make the most impact on the company, which would you choose? The Agile team? The R&D team? The sales team? The Executive Team has the power to maximize or destroy the work of any other team in the company, including itself. But top executives don't consider

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themselves a team, because usually they don't function as one. Executive teams tend to be the worst team in the company, exactly where you need the best one. Chief Executive Team answers the Why, the How and the What of effective executive teams. It will give you: Insight into the positive and negative dynamics of your executive team. A diagnosis of where you stand and what you can do to increase impact, influence and position as a leader. Tips to neutralize the structural causes that ruin the effectiveness of executive groups. A step-by-step process to improve the effectiveness of

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leadership teams: The 6P's of Executive Teams(R).
-A method to improve your company's financial, innovation performance and employee engagement KPIs. A framework to take your executive team from good to great. You need a Chief Executive Team because you can't afford not having one. Business as usual drains money, ideas, engagement, and creates the wrong performance culture in the company. We have the wrong CEO job description. Know-it-all and do-it-all are not success factors. Quite the opposite. It's time for a transformation of leadership. Start yours.

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In today's lightning-fast technology world, good product management is critical to maintaining a competitive advantage. Yet, managing human beings and navigating complex product roadmaps is no easy task, and it's rare to find a product leader who can steward a digital product from concept to launch without a couple of major hiccups. Why do some product leaders succeed while others don't? This insightful book presents interviews with nearly 100 leading product managers from all over the world. Authors Richard Banfield, Martin Eriksson, and Nate Walkingshaw draw on decades of

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experience in product design and development to capture the approaches, styles, insights, and techniques of successful product managers. If you want to understand what drives good product leaders, this book is an irreplaceable resource. In three parts, Product Leadership helps you explore: Themes and patterns of successful teams and their leaders, and ways to attain those characteristics Best approaches for guiding your product team through the startup, emerging, and enterprise stages of a company ' s evolution Strategies and tactics for working with customers, agencies, partners, and

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external stakeholders

An organizational "North Star," codifying valued behaviors for optimal performance The Culture Engine shows leaders how to create a high performing, values aligned culture through the creation of an organizational constitution. With practical step-by-step guidance, readers learn how to define their organization's culture, delineate the behaviors that contribute to greater performance and greater engagement, and draft a document that codifies those behaviors into a constitution that guides behavior towards an ideal: a safe, inspiring

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workplace. The discussion focuses on people, including who should be involved at the outset and how to engage employees from start to finish, while examples of effective constitutions provide guidance toward drafting a document that can actualize an organization's potential. Culture drives everything that happens in an organization day to day, including focus, priorities, and the treatment of employees and customers. A great culture drives great performance, and can help attract and retain great talent. But a great culture isn't something that evolves naturally. The Culture Engine is a guide to strategically

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planning a culture by compiling the company's guiding principles and behaviors into an organizational constitution. Decide which behaviors and attitudes are desired in the organization Secure leader commitment to planning, drafting, and implementing the document Learn the most effective way to socialize the draft statement and get everyone on board Model desired behaviors to boost employee engagement throughout the process Organizational culture is not an amorphous thing - it comes down from the top, inspired and exemplified by the leadership. It can steer a company up or

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down, keep it on mission or force it off-course. For an organization to fulfill its potential, the culture must be on-point, truly reflecting the heart of the company from leaders to team members across the company. The Culture Engine helps leaders define the playing field, pushing performance to the next level.

Two leadership consultants identify three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership.

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Business Chemistry

The Real Reason Leaders and Their Companies Win

Five Disciplines of Collaborative Church Leadership Teams That Thrive

Mastering Leadership Alignment

The Dichotomy of Leadership

A Framework for Driving Results, Inspiring Your Employees, and Transforming Your Workplace

Leading Organizations

Combining expert knowledge, experience and reflections from senior leaders to distil

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collective leadership experiences, this book explores the realities of leadership at universities rather than the imagined and often-unrealistic expectations and perceptions of how leaders should act. This key text is an informed insider's guide to leadership transitions that will assist talented individuals in considering whether to apply for, how to prepare for and how to take on the task of leading a university. The collection of leadership experiences provided will help universities to be more successful,

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students to have great educational experiences and staff at all levels to have more-fulfilling working environments. It will also consider how to avoid the emotional pain and suffering that can arise when leaders find themselves poorly equipped, unprepared, unable or unwilling to provide the sound and competent leadership that universities deserve. Centred on the practice and experience of leadership, this book will be a must-read for all new and existing heads of universities. It will also provide useful

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insights to those actively involved in the recruitment and development of senior leaders, members of senior leadership teams and those who hold governance roles in universities. Further updates and details about the application of the ideas in the book in practice can be found at www.leadershiptransitionsatthetop.com/. Guides CEOs on how to create a powerful senior leadership team that achieves the company's shared goals through methods such as assembling the right people for the team and providing support and

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structure.

There's an epidemic of leadership failure—whether something as small as a meeting, or as large as implementing enterprise wide change. Leaders know that sinking feeling when a gap emerges between themselves and the groups they most need to engage with. Leaders and business schools are looking in the wrong places for the cause. What holds most leaders back, as if their foot is always on the brake, is their failure to engage, and gain alignment. This book shows the

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reasons why. Leaders rarely recognise that: Shaping group behavior is describable as a process, which they can learn. Instead, they unconsciously fall into relationship patterns influenced by early family experiences. Informal relationship patterns have a dramatic effect on results, which is why birds in flight manage to alter course without bumping into each other. Leadership and collaboration are primarily a matter of principles and process, and not personality and content alone. If leaders

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master the process, they achieve consistent results. This book reveals the leadership levers to release the power of relationships for exceptional participation, alignment and results in organizations. It enables leaders to mine the brilliance that often lies dormant and untapped within their organizations. Readers will have the principles and tools to go beyond the agenda, truly engage with those around them, and release untapped capacities within their organizations. These qualities and skills will inspire

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associates and employees.

An organisation's fate hinges on its CEO—right? Not according to the authors of Senior Leadership Teams. They argue that in today's world of neck-snapping change, demands on leaders in top roles are rapidly outdistancing the capabilities of any one person - no matter how talented. Result? Chief executives are turning to their enterprise's senior leaders for help. Yet many CEOs stumble when creating a leadership team. One major challenge is that senior executives often focus more on

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their individual roles than on the top team's shared work. Without the CEO's careful attention to setting the team up correctly, these high-powered managers often have difficulty pulling together to move their organisation forward. Sometimes they don't even agree about what constitutes the right path forward. The authors explain how to determine whether your organisation needs a senior leadership team. Then, drawing on their study of 100+ top teams from around the world, they explain how to create a clear

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and compelling purpose for your team, get the right people on it, provide structure and support, and sharpen team members' competencies - and your own. Timely and practical, this book enables you to create and sustain a leadership team whose members learn from one another while collaborating to pursue your company's objectives.

Leveraging the Hidden Intelligence in Your Leadership Team

Superintendents' Levers in Leading Effective Senior Leadership Teams

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What it Takes to Make Them Great

Executive Ownership

The Six Mindsets That Distinguish the Best Leaders from the Rest

Leadership Levers

Setting the Stage for Great Performances

Strengthening the Heart and Soul of Your Company

What do the top church teams do to thrive together?

Researchers and practitioners Ryan Hartwig and Warren Bird have discovered churches who have learned to thrive under healthy team leadership. Using actual church examples, this coaching tool presents their

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discoveries, culminating in five disciplines that will enable your team to thrive.

This book raises the bar on what it means to be a high performance enterprise, providing methods and tools to engage the senior leadership team in building and sustaining rock-solid alignment. It demonstrates how to generate whole-hearted unanimity on precisely what creates value in the enterprise, who creates it, and how the value created shows up in the financial statements. Simple, step-by-step procedures given bring about whole-hearted unanimity in the senior leadership's understanding of how the enterprise makes money. Where to focus energy (and where not to) is revealed. Readers are guided to apply "non-directive leadership

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skills” to co-creating maps and reports of their enterprises’ value creating activities into a Management Operating System TM (MOS). Based on more than 30 years and over 50 hands-on projects using the work of legendary IBM Executive School leader, finance and values innovator, Lou Mobley, and Chuck Kremer, CPA, this book builds on Lou’s original breakthrough works building IBM’s executive leadership culture.

This book is based on two basic assumptions. Firstly, dialogue, conversation, reflection and challenge are fundamental aspects of effective learning and developing personal understanding. Secondly school leaders do not have sufficient time to engage in these activities - they are always the first casualties. Designed to provide

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stimulus materials for school leaders to support their personal development, Leadership Dialogues encourages personal reflection, dialogue with a coach or mentor and conversations in leadership teams. It includes short think pieces, case studies, diagnostic reviews, selected quotations on a particular theme and questions for discussion and reflection.

The proven, effective strategy for reinventing your business in the age of ever-present disruption Disruption by digital technologies? That's not a new story. But what is new is the "wise pivot," a replicable strategy for harnessing disruption to survive, grow, and be relevant to the future. It's a strategy for perpetual reinvention across the old, now, and new elements of any business.

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Rapid recent advances in technology are forcing leaders in every business to rethink long-held beliefs about how to adapt to emerging technologies and new markets. What has become abundantly clear: in the digital age, conventional wisdom about business transformation no longer works, if it ever did. Based on Accenture's own experience of reinventing itself in the face of disruption, the company's real world client work, and a rigorous two-year study of thousands of businesses across 30 industries, Pivot to the Future reveals methodical and bold moves for finding and releasing new sources of trapped value-unlocked by bridging the gap between what is technologically possible and how technologies are being used. The freed value enables companies to

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simultaneously reinvent their legacy, and current and new businesses. Pivot to the Future is for leaders who seek to turn the existential threats of today and tomorrow into sustainable growth, with the courage to understand that a wise pivot strategy is not a one-time event, but a commitment to a future of perpetual reinvention, where one pivot is followed by the next and the next.

A Multi Case Study Analysis

The Little Book of Leadership Development

Seeing Around Corners

How to Spot Inflection Points in Business Before They Happen

Conversations and activities for leadership teams

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The Transformation of Leadership New Rules of Engagement for a Complex World

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster an environment of excellence"--

The first prescriptive, innovative guide to seeing inflection points before they happen--and how to harness these disruptive influences to give your company a strategic advantage. Paradigmatic shifts in the business landscape, known as inflection points, can either create new,

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entrepreneurial opportunities (see Amazon and Netflix) or they can lead to devastating consequences (e.g., Blockbuster and Toys R Us). Only those leaders who can "see around corners"-that is, spot the disruptive inflection points developing before they hit-are poised to succeed in this market. Columbia Business School Professor and corporate consultant Rita McGrath contends that inflection points, though they may seem sudden, are not random. Every seemingly overnight shift is the final stage of a process that has been subtly building for some time. Armed with the right strategies

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and tools, smart businesses can see these inflection points coming and use them to gain a competitive advantage. Seeing Around Corners is the first hands-on guide to anticipating, understanding, and capitalizing on the inflection points shaping the marketplace.

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called “the Dear Abby of the work world.” Ten years

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as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making

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you homicidal • you got drunk at the holiday party Praise for Ask a Manager “A must-read for anyone who works . . . [Alison Green’s] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “The author’s friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers’ lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve

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their work experience.”—Library Journal (starred review) “I am a huge fan of Alison Green’s Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide “Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of Broke Millennial: Stop Scraping By and Get Your Financial Life

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Together

Great things come in little packages: 50 commonsense (but rarely common) ideas for building the leadership potential of others. How many managers have time to plow through big books of leadership development? None! And they'll never need to with this slender book of 50 simple yet powerful ideas. The Little Book of Leadership Development goes straight to the heart of great leadership. Free of complicated theories, it focuses on what really works to get people motivated, working effectively, and acting as leaders themselves. The book delivers

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streamlined instructions on modeling behaviors, sharing information, building accountability, stretching teams, providing feedback, and 45 other practical strategies. Readers will be able to design a system of development tailored to their team and organization. Managers with the ability to self-reflect and a willingness to implement these positive, powerful ideas will see quick improvements in communication, efficiency, morale, and every other measure that points to a committed team of emerging leaders.

Creating Leaders Across An Industry

Superintendents & District Senior Leadership

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Teams

Leadership Dialogues

How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the Rest of Your Life at Work

Leading Teams

Pivot to the Future

The Culture Engine

Career Imprints

"High Performance Team Coaching (HPTC) is a fantastic resource and a 'must read' for all Team Leaders and Coaches. The authors demystify the concepts of

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creating and sustaining high performance teams and how to lead and coach them. Built upon solid research and investigation along with practical and relevant action steps, it is a resource that will help move your team from average or good, to high performance in any context." - Lillas Marie Hatala and Richard Hatala, Co-authors of Integrative Leadership: Building a Foundation for Personal, Interpersonal, and Organizational

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Success "With a combination of systematic field research and an intense scrutiny of the literature, Peters and Carr have developed a system of high performance team coaching that is fit-for-purpose and accessible for practitioners but with an appropriate and transparent evidence base. It provides the framework and underpinning that will allow this much needed [team coaching] modality to achieve its potential." - Dr. Annette Fillery-

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Travis, M/DProf Programme Coordinator, Middlesex University Member of the Steering Group of the International Centre for the Study of Coaching "High Performance Team Coaching advances the field of coaching by filling the gap for a practical, yet thoroughly evidence-based model to guide team coaching practice. Drawing on the authors' considerable experience and their recent empirical research this clearly written, well-documented text

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provides actionable guidelines and practical strategies for working with teams and makes a genuine and important contribution to the field." – Dr.

Elaine Cox, Editor: International Journal of Evidence Based Coaching and Mentoring Director of Postgraduate Coaching & Mentoring Programmes, Oxford Brookes University

Game-changing disruptions will likely unfold on your watch. Be ready. In Dual Transformation, Scott Anthony, Clark

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Gilbert, and Mark Johnson propose a practical and sustainable approach to one of the greatest challenges facing leaders today: transforming your business in the face of imminent disruption. Dual Transformation shows you how your company can come out of a market shift stronger and more profitable, because the threat of disruption is also the greatest opportunity a leadership team will ever face. Disruptive change opens a window

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of opportunity to create massive new markets. It is the moment when a market also-ran can become a market leader. It is the moment when business legacies are created. That moment starts with the core dual transformation framework: Transformation A: Repositioning today's business to maximize its resilience, such as how Adobe boldly shifted from selling packaged software to providing software as a service. Transformation B: Creating a new growth engine, such

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as how Amazon became the world's largest provider of cloud computing services. Capabilities link: Fighting unfairly by taking advantage of difficult-to-replicate assets without succumbing to the "sucking sound of the core." Anthony, Gilbert, and Johnson also address the characteristics leaders must embrace: courage, clarity, curiosity, and conviction. Without them, dual transformation efforts can founder. Building on lessons from

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diverse companies, such as Adobe, Manila Water, and Netflix, and a case study from Gilbert's firsthand experience transforming his own media and publishing company, Dual Transformation will guide executives through the journey of creating the next version of themselves, allowing them to own the future rather than be disrupted by it.

A Powerful Team shows why HR strategy matters and how it can mean the

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difference between organizational success and failure. Based on interviews with top CEOs and HR leaders, this book makes the compelling argument that an effective HR strategy can lead to transformative improvements in your business approach and bottom line. The advice contained hereina collection of best practices on how to make the most of HRis based on the hard-earned experience of business leaders from large, medium, and smaller

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companies in various industries, both public and private. This book seeks to answer a number of important questions: How do CEOs and HR leaders create a powerful team? How do CEOs and HR leaders complement their skills, strengths, and weaknesses to work together effectively? How do CEOs and HR chiefs become aligned around core values and common goals? How does HR help create a unified and engaged corporate culture, where shared values

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and unity of purpose drive performance? As one of the CEOs interviewed in this book says, The ultimate measure of HR success is not in tactical things, like involuntary turnover or time to fill positions. HR needs to play an essential role in driving every one of our key results. At the end of the day, our results are all that matter. Therefore, everyones ultimate measure should be that, and HR is no exception. HR leaders are now as responsible for

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contributing to the bottom line as the CFO and other senior members of the leadership team. A Powerful Team shows how a business unit that once served a largely tactical role is now at the forefront of strategic planning and execution.

Does the character of our leaders matter? You may think this question was answered long ago. Countless business authors and analysts have assured us that great leadership demands great

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character. Time and again, we've seen that truth play out, as once-thriving organizations falter and fail under the guidance of leaders behaving badly. Why, then, do so many executives remain skeptical about the true value of leadership character? A winning strategy and a sound business model are what really matter, they argue; character is just the icing on the cake. What's been missing from this debate is hard evidence: data that

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shows not only that leadership character matters for organizational success, but how it matters; and concrete evidence that it leads to better business results. Now, in this groundbreaking book, respected leadership researcher, adviser, and author Fred Kiel offers that evidence—solid data that demonstrates the connection between character, leadership excellence, and organizational results. After seven

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years of rigorous research based on a landmark study of more than 100 CEOs and over 8,000 of their employees' observations, Kiel's findings show that leaders of strong character achieved up to five times the ROA for their organizations as did leaders of weak character. Return on Character goes on to reveal:

- How leadership character is formed, how it creates value, and how that value spreads throughout the organization*
- How low-character*

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leaders undermine the success of even the best business plans • How leaders at any level can develop the habits of strong character and “unlearn” the habits of poor character The book also provides a character-building methodology—step-by-step advice and techniques for assessing your own character habits and improving your performance and that of your organization. Return on Character provides the blueprint for building

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your own leadership character and creating a character-driven organization that achieves superior business results.

A Multi-disciplinary Review of the Literature

Chief Executive Team

Getting Your Organization on the Growth Track--and Keeping it There

50 Ways to Bring Out the Leader in Every Employee

Creating Highly Effective Leadership

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Teams

How Top Product Managers Launch Awesome Products and Build Successful Teams
Leadership Transitions in Universities
A Practical Guide to Resolving Your Management Challenges

Presents advice on ways to inspire confidence in management and achieve lasting success in an organization.

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Harvard Business Review Press

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Why do some teams thrive, while others struggle? In the modern workplace, employees collaborate. Managers are expected to be effective team leaders and employees are expected to be valued teammates. But many teams struggle. Being part of a struggling team can be unpleasant, but it can also hurt your career and waste company resources. In *Teams That Work*, Scott Tannenbaum and Eduardo Salas present the seven drivers of team effectiveness and the clearest recommendations on what really

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makes teams great. Applying the lessons they've learned from working with high-stakes, high-risk team situations to any kind of organization, they will dispel some of the most enduring myths (e.g., can you be both a star and a great team player?), feature the most useful psychological research, and share real-world illustrations of effective teams in action. Readers will find actionable, evidence-based tips for being an effective team leader, a great team member, a supportive senior leader, or an impactful consultant.

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Leadership today is becoming a collective pursuit - not a solo performance. As an effective top team, you can create tremendous, long-lasting value for your company. And yet, being in a leadership team is not easy: 80% of executives admit their leadership team is not as high performing as they know it could be. In *Unlock: Leveraging the Hidden Intelligence in Your Leadership Team*, business coach, psychologist and team expert Rob Pyne explores the three types of intelligence your team needs to succeed, and

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how to build a leadership team that is smarter than the sum of its parts. **YOU'LL LEARN:** How to build the foundations of a real team. How to surface the collective intelligence of your leaders. How to turn your ideas into real-world results. **WHO SHOULD READ THIS BOOK:** You are a CEO, MD or Senior Leader. This book will help you create the conditions for your leadership team to succeed. It is also aimed at leadership team members, to help you understand and influence the dynamics in your leadership team.

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The Seven Drivers of Team Effectiveness

Leadership U

High Performance Team Coaching

How Ceos and Their Hr Leaders Are

Transforming Organizations

Developing Collective Transformational

Leadership

Ten Timeless Truths

Team Quotient

Predictable Success

"This book integrates and assesses the vast and rapidly growing literature on

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strategic leadership, which is the study of top executives and their effects on organizations. Strategic Leadership synthesizes what is known about strategic leadership and indicates new research directions. The book is meant primarily for scholars who strive to assess and understand the phenomena of strategic leadership. It offers a considerable foundation on which professionals involved in executive search, compensation,

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appraisal, and staffing, as well as board members who evaluate executive performance and potential, might build their tools and perspectives."--Résumé de l'éditeur

Based on her research of 800 biotechnology companies and 3,200 biotechnology executives, Harvard Business School professor Monica Higgins discovered that one firm—Baxter—was the breeding ground for today's most successful biotechnology

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ventures. This phenomena of one organization spawning an industry has also been seen in the high-tech (Hewlett-Packard) and semiconductor industries (Fairchild). However, until now there has been no suitable explanation of why and how these organizations were able to create the next generation of industry leaders. Career Imprints shows why Baxter was so successful in spawning senior executives and offers an understanding

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of what it takes for an organization to produce leaders that will dominate an industry for years to come. In this important book, Higgins shows that an organization's "career imprint"³/₄the result of company systems, structure, strategy, and culture³/₄that employees take with them throughout their careers is the key to creating great leaders. By understanding these factors, staff, human resource executives, and CEOs can analyze their own organization's career

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imprint and develop leaders.

This is NOT a leadership book. If you want to be the leader of a growing, profitable business that positively impacts the lives of employees and clients, it'll take more than leveling up your capacity and capabilities as leader. It will require a leadership team of A-players who can work with you to create a vibrant, winning environment that cas.

THE INSTANT #1 NATIONAL BESTSELLER From

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the #1 New York Times bestselling authors of Extreme Ownership comes a new and revolutionary approach to help leaders recognize and attain the leadership balance crucial to victory. With their first book, Extreme Ownership (published in October 2015), Jocko Willink and Leif Babin set a new standard for leadership, challenging readers to become better leaders, better followers, and better people, in both their professional and personal

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lives. Now, in THE DICHOTOMY OF LEADERSHIP, Jocko and Leif dive even deeper into the uncharted and complex waters of a concept first introduced in Extreme Ownership: finding balance between the opposing forces that pull every leader in different directions. Here, Willink and Babin get granular into the nuances that every successful leader must navigate. Mastering the Dichotomy of Leadership requires understanding when to lead and when to

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follow; when to aggressively maneuver and when to pause and let things develop; when to detach and let the team run and when to dive into the details and micromanage. In addition, every leader must:

- Take Extreme Ownership of everything that impacts their mission, yet utilize Decentralize Command by giving ownership to their team.
- Care deeply about their people and their individual success and livelihoods, yet look out for the good

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of the overall team and above all accomplish the strategic mission. · Exhibit the most important quality in a leader—humility, but also be willing to speak up and push back against questionable decisions that could hurt the team and the mission. With examples from the authors' combat and training experiences in the SEAL teams, and then a demonstration of how each lesson applies to the business world, Willink and Babin clearly explain THE DICHOTOMY

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OF LEADERSHIP—skills that are mission-critical for any leader and any team to achieve their ultimate goal: VICTORY.

Accelerating Through the Crisis Curve

Releasing the Power of Relationships

for Exceptional Participation,

Alignment, and Team Results

Teams That Work

Discover the Joy of Leadership

Enhancing the Effectiveness of Team

Science

Practical Magic for Crafting Powerful

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Work Relationships

Arriving, Surviving and Thriving at the Top

Theory and Research on Executives, Top Management Teams, and Boards

Every year, over 10,000 business books are published-and that's before you add in the hundreds of thousands of articles, blogs, and video lectures that are produced. Leaders can't possibly hope to digest it all, and writers increasingly sensationalize and spin their ideas in order to be noticed. The result? Put quite

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simply, the field of management thinking is in danger of losing the plot. In this new book, Scott Keller and Mary Meaney-Senior Partners at McKinsey & Company, the world's preeminent management consultancy-cut to the chase by answering the 10 most important and timeless questions that every leader needs to answer in order to maximize the performance and health of their organization. What's more, the authors recognize that great leaders may not have time for long-winded business books. In Leading Organizations, answers are kept to the essentials-

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hard facts, counter-intuitive insights, and practical steps-all presented in an accessible and highly visual format. If there's one essential business book you should read-ever-it's this one.

The past half-century has witnessed a dramatic increase in the scale and complexity of scientific research. The growing scale of science has been accompanied by a shift toward collaborative research, referred to as "team science."

Scientific research is increasingly conducted by small teams and larger groups rather than

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individual investigators, but the challenges of collaboration can slow these teams' progress in achieving their scientific goals. How does a team-based approach work, and how can universities and research institutions support teams?

Enhancing the Effectiveness of Team Science synthesizes and integrates the available research to provide guidance on assembling the science team; leadership, education and professional development for science teams and groups. It also examines institutional and organizational structures and policies to support

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science teams and identifies areas where further research is needed to help science teams and groups achieve their scientific and translational goals. This report offers major public policy recommendations for science research agencies and policymakers, as well as recommendations for individual scientists, disciplinary associations, and research universities. Enhancing the Effectiveness of Team Science will be of interest to university research administrators, team science leaders, science faculty, and graduate and postdoctoral students.

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Providing the right tools at the right time, Discover the Joy of Leadership will help you become your own best leadership coach! Leading organizations and managing people are daunting tasks, especially in this rapidly changing world. Discover the Joy of Leadership: A Practical Guide to Resolving Your Management Challenges is Willy Steiner's handy guide for managers and leaders that provides insights for a wide variety challenges. In it, you'll find: - Time-tested models and theories from the very best practitioners and experts. - Easily

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digestible chapters to assist in quickly identifying ways to respond to the challenges that confront you. - Superior resources for leading others, making the best use of your time, communicating for influence and impact, dealing with change and developing relationships that matter. - Targeted solutions to cut through the "noise" in your work world, based on Steiner's 30+ years of corporate leadership and coaching. Accelerating Through the Crisis Curve Leadership is all about others—inspiring them to believe, then enabling that belief to become

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reality. That's the essence of Leadership U: it starts with 'U' but it's not about 'U.' Those timeless words are timelier than ever today, as leaders look to accelerate through the crisis curve. As author Gary Burnison observes, "There will likely be more change in the next two years than we have seen in the last twenty." Now, in Leadership U: Accelerating Through the Crisis Curve, Burnison lays out a framework—his "Six Degrees of Leadership"—to show leaders how to create change. Anticipate – foreseeing what lies ahead, amid ambiguity and uncertainty

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that are throttled up like never before Navigate – course-correcting in real time, to keep the organization on an even keel Communication – constantly connecting with others; the leader is both the messenger and the message Listen – breaking down the organizational hierarchy to gather insights at all levels—especially what the leader doesn't want to hear Learn – applying learning agility, to “know what to do when you don't know what to do” Lead – empowering others in a bottom-up culture that is more nimble, agile, innovative, and entrepreneurial

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than ever before. Only by embracing these truths can leaders master another ‘U’—the “crisis curve” that will completely disrupt the business landscape. The world has changed—forever. The old days are fine to reminiscence about, but you can’t stay there. Today leadership means becoming comfortable with being uncomfortable. As Burnison says, when a door closes, leaders cannot afford to stand there, staring at it. It’s a “get up or give up” moment. For leaders, the only choice is to find and open another door. Leadership U defines and inspires the pathway

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through that door.

A Powerful Team

Discovering Value and Creating Growth in a Disrupted World

What It Takes to Make Them Great

CEO Excellence

Unlock

Great Leaders, Teams, and Why People Follow

Female Community College Presidents and

Effective Utilization of Senior Leadership Teams

Strategic Leadership

From the New York Times bestselling author of My Share of the

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Task and Leaders, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world's mightiest military with the agility of the world's most fearsome terrorist network. They would have to become a "team of teams"—faster, flatter, and more flexible than ever. In Team of Teams, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless

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businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups the freedom to experiment and share what they learn across the entire organization, teams can respond more quickly, communicate more freely, and make better and faster decisions. Drawing on compelling examples—from NASA to hospital emergency rooms—Team of Teams makes the case for merging the power of a large corporation with the agility of a small team to transform any organization.

A guide to putting cognitive diversity to work Ever wonder what it is that makes two people click or clash? Or why some groups excel while others fumble? Or how you, as a leader, can make or break team potential? Business Chemistry holds the answers. Based on

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extensive research and analytics, plus years of proven success in the field, the Business Chemistry framework provides a simple yet powerful way to identify meaningful differences between people's working styles. Who seeks possibilities and who seeks stability? Who values challenge and who values connection? Business Chemistry will help you grasp where others are coming from, appreciate the value they bring, and determine what they need in order to excel. It offers practical ways to be more effective as an individual and as a leader. Imagine you had a more in-depth understanding of yourself and why you thrive in some work environments and flounder in others. Suppose you had a clearer view on what to do about it so that you could always perform at your best. Imagine you had more insight into what makes people tick and what ticks them off, how some interactions unlock potential

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while others shut people down. Suppose you could gain people's trust, influence them, motivate them, and get the very most out of your work relationships. Imagine you knew how to create a work environment where all types of people excel, even if they have conflicting perspectives, preferences and needs. Suppose you could activate the potential benefits of diversity on your teams and in your organizations, improving collaboration to achieve the group's collective potential. Business Chemistry offers all of this--you don't have to leave it up to chance, and you shouldn't. Let this book guide you in creating great chemistry!

Teams have more talent and experience, more diverse resources, and greater operating flexibility than individual performers. So why do so many teams either struggle unpleasantly toward an unsatisfactory conclusion-or, worse, crash and burn shortly after

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*launch? J. Richard Hackman, one of the world's leading experts on group and organizational behavior, argues that the answer to this puzzle is rooted in flawed thinking about team leadership. It is not a leader's management style that determines how well a team performs, but how well a leader designs and supports a team so that members can manage themselves. According to Hackman, cookie-cutter formulas and prescribed leadership styles often backfire because they place far too much emphasis on the leader as the primary cause of team behavior. In *Leading Teams*, he identifies the key conditions that any leader can put in place to increase the likelihood of team success-regardless of his or her personality or preferred style of operating. Through extensive research and compelling examples ranging from orchestras to economic analysts to airline cockpit crews, Hackman identifies five conditions that set*

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the stage for great performances: a real team, a compelling direction, an enabling team structure, a supportive organizational context, and the availability of competent coaching. Leading Teams outlines what leaders can do to structure, support, and guide teams in a way that

- enhances the social processes essential to collective work;*
- builds shared commitment, skills, and task-appropriate coordination strategies;*
- helps members troubleshoot problems and spot emerging opportunities; and*
- captures experiences and translates them into shared knowledge.*

Out of these conditions, Hackman argues, the very best teams emerge—teams that exceed client expectations, grow in capability over time, and contribute to the learning and personal fulfillment of individual members. Authoritative, practical, and astutely realistic, Leading Teams offers a new and provocative way of thinking about and

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leading work teams in any organizational setting. AUTHORBIO:J. Richard Hackman is the Cahners-Rabb Professor of Social and Organizational Psychology at Harvard University. He resides in Bethany, Connecticut, and Cambridge, Massachusetts.

Organizations are most effective when the teams responsible for their success function to the best of their ability. When the relationships within the team work well and all members have a clear focus, the team is able to achieve goals more easily.

Leadership Team Coaching is a roadmap for those who have the responsibility of developing a leadership team. It provides a thorough explanation of the key elements of team coaching and is filled with practical tools and techniques to facilitate optimum performance across virtual teams, international teams, executive boards and other teams. The fully updated 3rd edition of

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Leadership Team Coaching brings together the latest research in leadership teams and team coaching along with numerous examples to illustrate how to develop people from disparate groups into a high-performing team. With new international case studies throughout as well as a new chapter on systemic coaching, the book covers the five disciplines of team performance, how to select team members, how the relationship of the coach and the team develops through stages, how CEOs can foster effective teams with shared leadership, how to choose the best team coach and more to facilitate effective leadership teams.

Balancing the Challenges of Extreme Ownership to Lead and Win

Product Leadership

Team of Teams

Senior Leadership Teams

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Dual Transformation

Return on Character

Ask a Manager

Breakthrough Leadership Team

When leadership teams do not perform at their best, everyone suffers. Low employee engagement levels, failure to meet strategic targets and inconsistent company growth are signs that leadership teams are not highly effective. Executive Ownership is a transformative growth program that

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enables leadership teams to deliver peak performance: When leadership teams perform at their best, so can everyone else. This book introduces a top-down team approach that enables leadership teams to dramatically improve their performance. It highlights how leadership teams can transform their own businesses and how they can master what must go right and what can go wrong on their path to high performance. With examples and cases

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provide evidence that results come fast to leadership teams that recognize that they are the starting point for improvement and growth, the book is an excellent guide that allows struggling leadership teams to become good, and good leadership teams to become great. Foreword by MARSHALL GOLDSMITH How to Build HIGH PERFORMANCE LEADERSHIP TEAMS that WIN EVERY TIME Team Quotient is the Leaders Operating Manual for Building High Performance Teams. The

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concept of Team Quotient is based on a 10-year study with 108 teams from Fortune 500 and other global companies, on the essential elements of High Performance Teams. Drawing upon over 50 real-life lessons from business and sports, this book takes leaders through a clear, step-by-step process to creating their own brilliant teams. The book contains interviews with accomplished leaders and team transformation examples from such

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companies as AMGEN, Cathay Pacific Airways, Ford Motor Company, Global Sources, GSK, Kimberly-Clark, Kohl's and others to demonstrate the process, potential pitfalls and results of team transformation. DOUGLAS GERBER is the founder and CEO of Focus One, a consulting firm that helps leaders create High Performance Teams. He has personally worked with leaders from over 70 companies to develop their own winning teams. Drawing from his own

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extensive background and 10 years of research, he innovated the concept of "Team Quotient" (TQ). He is a thought leader in the area of team transformation. "A roadmap for your team's success!" MARSHALL GOLDSMITH, International Bestselling Author

Overall, the case studies affirmed much of the theoretical framework I developed as part of my literature review. However, the stories of superintendents and team members also

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revealed complexities of leading in a large school district context. Superintendents were challenged with productively managing turnover, engaging their school boards as they created their senior team, and clarifying purposes of different teams. In addition, superintendents struggled with clarifying decision-making processes as well as individual team member autonomy in a fast-paced environment.

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Leadership Team Coaching

How to Reposition Today's Business

While Creating the Future

Strengths Based Leadership

Linking Value Creation to Cash Flow