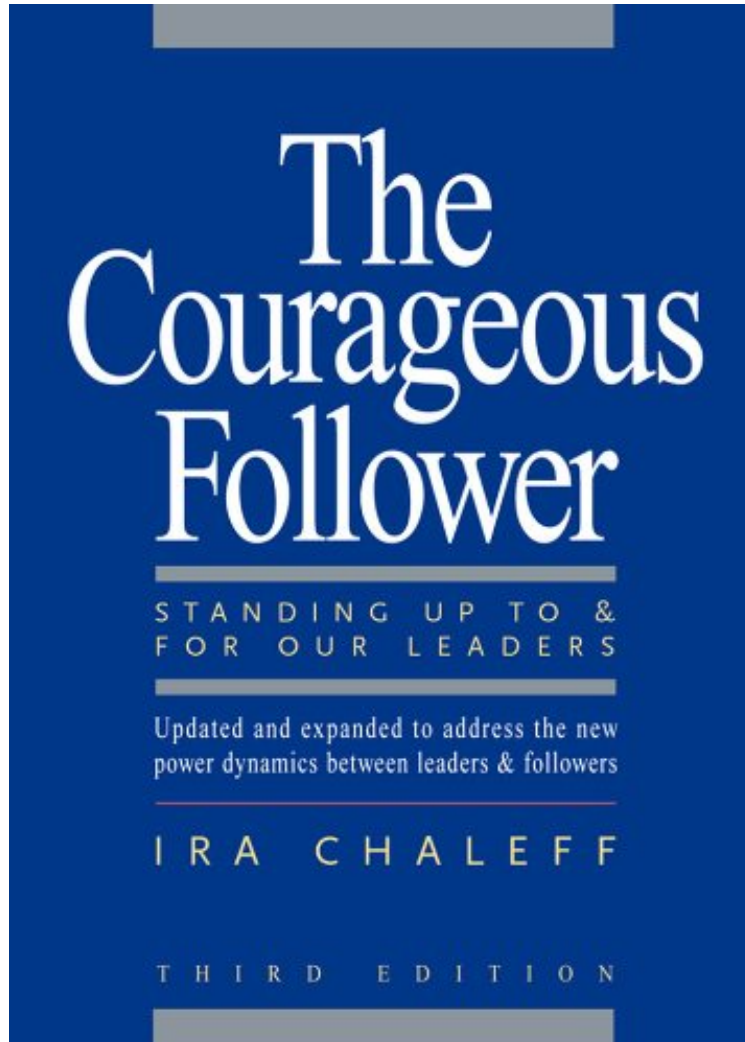


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The Courageous Follower: Standing Up to and for Our Leaders

Ira Chaleff

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Ira Chaleff : The Courageous Follower: Standing Up to and for Our Leaders before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Courageous Follower: Standing Up to and for Our Leaders:

1 of 1 people found the following review helpful. Excellent Resource for Leadership and Managing Up By Karyl Congratulations to Ira Chaleff for taking on a topic that virtually nobody else in popular management and leadership literature is willing to address. The very notion that leadership is any more important than followership is preposterous, but you wouldn't know that by examining where the publishing industry places all of its management focus. Much is made of the leader as the all-important, most indispensable component of a successful enterprise. But as Mr. Chaleff makes abundantly clear, leaders need followers - and good ones - as much as followers need leaders. They are both part of the same circle of communication and effort, orbiting around what is truly all-important and

indispensable: the goals of the organization. How ironic, indeed, that business and management literature make so much of the leader when virtually everyone, even high-level managers, are also followers. Really, how many bosses don't have a boss of their own? Interestingly, though it would not appear to be the author's principal goal, this book underlines the importance of managing up. More importantly, it shows this through the context of achieving an organization's goals - not through the context of simply getting ahead. The author's emphasis is on making the organization, and in the process the leader, more effective. Though mainstream management literature pays little attention to them, followers are the ones who implement a leader's plan. And the plan is only successful to the extent that followers are willing to provide invaluable feedback to their leaders. Mr. Chaleff's writing style is abundantly academic, which would seem to make his book a serious textbook candidate on the subject of followership as an integral part of leadership. On the other hand, the author provides a healthy dose of practical advice to the casual reader who simply wants - and really needs - to understand more about how to harmonize the human elements in any enterprise. Especially helpful are the questions and statements in bold throughout most chapters, which provide excellent prompts for developing healthy communication between leaders and their followers. Also great historical reference to an event featuring Joan Baez, folk singer and political activist. Wonderful story and example of how followers step up to become leaders depending on the situation. And often save the day. 0 of 0 people found the following review helpful. Next to the Bible, *The Courageous Follower* offers people the next best alternative for courageous living, A Must Read! By Terry Pittman All across America people are becoming or have already become frustrated with our elected officials at the national, state, and local levels of government. Furthermore this frustration continues with executive leadership in both the public and private sector, and even front-line supervisors and lower level managers. No organization is exempt from the apparent frustration caused by formal leaders operating through intimidation, withholding of information, or misdirection. Don't get me wrong, there are still some great leaders; people who truly embrace the concept that leadership is a process and not a title. Ira Chaleff articulates the reason why everyone in America needs to be "The Courageous Follower". Each of us have choices to make on a day-to-day and sometimes on a minute-to-minute basis whether or not we want to follow. This is identified as engaged followership and applies to everyone equally. The best advice given in, "The Courageous Follower" is that at some point in everyone's life we reach crossroads and must look inside ourselves to beckon, "The Courage to Leave," an organization. Dr. Terry E. Pittman 2 of 2 people found the following review helpful. being willing to take a stand- helping your senior leaders navigate through perilous situations where your vantage point affords better visibility. It is the antithesis of "carefully saying what you think the boss wants to hear" (the playing it safe approach.) Risky? Yes. But giving a voice to your conscience and following your moral compass is always a better long term choice.

Many significant failures - from FEMA's response to Hurricane Katrina to the recent economic collapse - could have been prevented or mitigated if those lower in the hierarchy were successful at communicating to leaders the risks they saw in the system. Ira Chaleff's Courageous Follower model has facilitated healthy upward information flow in organizations for over 15 years. The Harvard Business Review called Chaleff a pioneer in the emerging field of followership - this new edition shares his latest thinking on an increasingly vital topic. The updated third edition of *The Courageous Follower* includes a new chapter, "The Courage to Speak to the Hierarchy." Much of Chaleff's model is based on followers having access to the leader. But today, followers can be handed questionable policies and orders that come from many levels above them - even from the other side of the world. Chaleff explores how they can respond effectively, particularly using the power now available through advances in communications technology. Everyone is a follower at least some of the time. Chaleff strips away the passive connotations of that role and provides tools to help followers effectively partner with leaders. He provides rich guidance to leaders and boards on fostering a climate that encourages courageous followership. The results include increased support for leaders, reduced cynicism and organizations saved from serious missteps. NEW Related Product in February 2010 - *The Courageous Follower Self-Assessment: Evaluating Your Followership Style and Growth Path*

From Publishers Weekly Business consultant Chaleff points out that most of us at different times are both leaders and followers. Many books, he notes, have explored and analyzed the former role but almost none the latter. Following is often stigmatized, he argues, as docility, weakness or failure to excel. His handbook shows that a courageous follower can be an enormous asset to a leader, and he pinpoints five dimensions in which that courage can be demonstrated: assuming responsibility, serving, challenging, participating in transformation and, given the worst-case scenario, leaving. The book should be of value for those working in businesses where "commitment," or team playing, is now the rule in executive ranks. Copyright 1995 Reed Business Information, Inc. From Scientific American We are all leaders or followers - or both. *The Courageous Follower* is a comprehensive guide that gives us the tools to manage the virtues, values, and responsibilities of those roles. From The New Yorker If we are going to reinvent our government it

will require that our agencies be filled with both courageous leaders and courageous followers. Paying more attention to the follower end of the equation is long overdue.