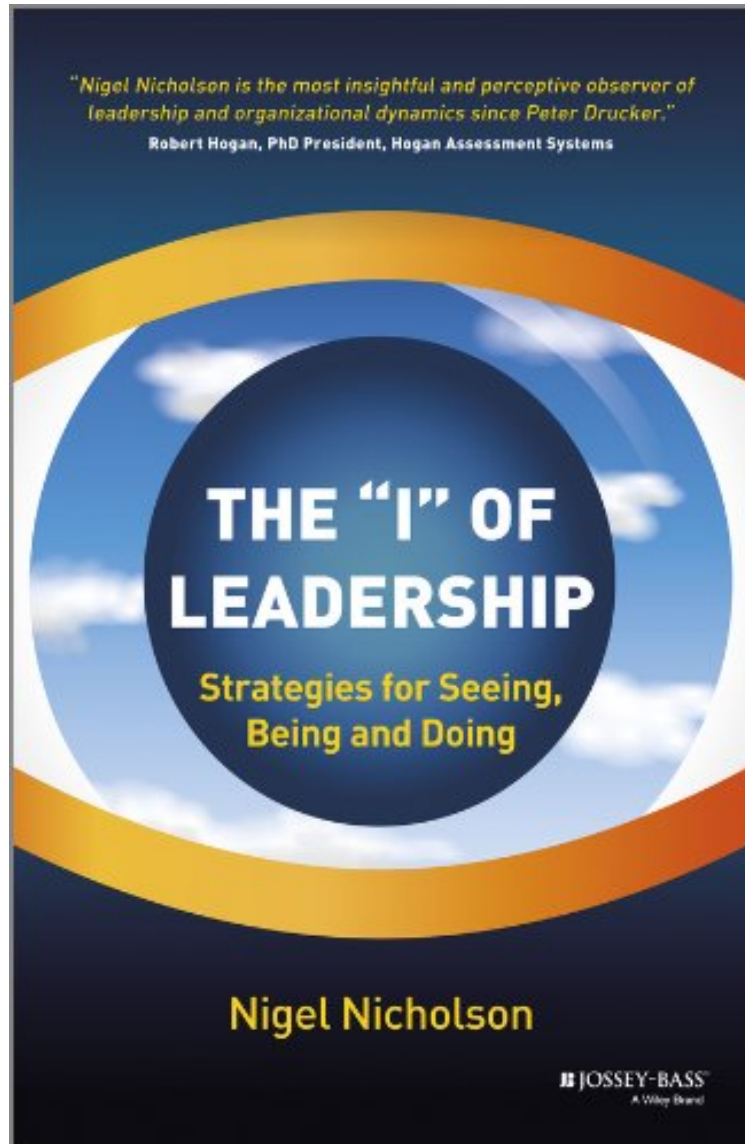


The I of Leadership: Strategies for Seeing, Being and Doing

Nigel Nicholson

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Nigel Nicholson : The I of Leadership: Strategies for Seeing, Being and Doing before purchasing it in order to gauge whether or not it would be worth my time, and all praised The I of Leadership: Strategies for Seeing, Being and Doing:

1 of 1 people found the following review helpful. How to be the right leader at the right time and place By John Gibbs Leaders are the prisoners of many overwhelming forces and constraints, and yet there is a kernel of indeterminacy, or awareness, will and choice -- seeing, being and doing -- that can take the leader and the led in many different directions, according to Nigel Nicholson in this book. Leaders who can choose who they are, what they see

and what they do can claim the power to achieve their goals. The author provides a three-point framework for analysing leadership: Situations, Processes and Qualities: * Situation is the answer to the question: What needs to be led? * Processes are the answer to the question: How is leadership being exercised? * Qualities are the answer to the question: Who is leading? Leadership success arises from being the right person, at the right time and place, doing the right things. Some people have adaptable leadership skills, which are suitable for many different types of situations, whereas others have narrower leadership skills, suited only to particular environments. The book goes on to talk about critical leader relationships, suggesting that a leader can be significantly more effective if he or she has access to a partner -- which could be a spouse but more commonly is a friend or business associate -- who helps to strengthen the leader's willpower, supplies an enriched portrait of the world, and tells the truth in ways that the leader can accept. The perfect critical leader relationship is with someone similar enough to the leader to be able to generate trust and understanding, but different enough to bring fresh thoughts, feelings and actions. Another key concept is that of Destiny, Drama and Deliberation. Destiny is the elements of predetermination in a person's life according to factors like upbringing and environment. Drama consists of unpredicted experiences that alter the person's life course. Deliberation is the conscious choices that the person makes after considering the available options. All three elements are essential in the making of a leader. The book contains plenty of interesting anecdotes, but will it actually help the reader to become a better leader? Like most books, this one will probably connect more with some readers than with others. It should undoubtedly help some to see leadership in a different and clearer light.

3 of 4 people found the following review helpful. Outstanding Leadership Book By Andrew O'Keefe I have just read and am about to immediately re-read this gem of a book. There are so many nuggets that I have to pan it again to make sure I capture all the gold! Nigel Nicholson is in the absolute top cadre of leadership thinkers and writers of our era. His book is a phenomenal broad and deep discourse on the mysterious subject of leadership. In this book he gives the broad picture of the human condition of leadership and then goes to what many writers miss - the personal character, life and thinking of the leader and the requirement for leaders to engage in self-reflection. He gives a number of models that provide a practical picture for implementation by leaders. The point of introspection he says, in part, is for every leader "to have their own story, otherwise you will just be part of someone else's". The golden thread through the book is the need for self-awareness. The title captures his key message of "bringing the mind of the leader into the foreground". It's beautifully written - the voice is straight-forward, the style is candid, stories of leaders we know about help make the points and you hear the sense of humour of the writer through his witty turn of phrase. And it's tight; there is so much packed into every page. It's a rich offering indeed. To say this is a "must read" reads too lightly. This is an absolutely necessary read for anyone involved in leadership - leaders (at every level), leadership developers and anyone involved in the appointment of leaders. We really need the gems in this book, including knowing the 4 quadrants of leadership motivation, the role of Destiny, Drama and Deliberation, and the 4 elements of every leader's story.

Andrew O'Keefe Director Hardwired Humans 0 of 1 people found the following review helpful. A new term in the management lexicon: Critical Leader Relationships By EQ Expert Earlier this year I was at the London Business School attending a reunion. Among the various speakers was Nigel Nicholson, the not-so-young "enfant terrible" of the Organisational Behaviour Department. Naturally, as all good business school lecturers do, Nigel spruiked his latest book, "Of Leadership". Nigel has spent a lifetime studying leadership and the scope of this book is truly amazing. There are 552 footnotes to the 16 chapters! Yes a number are "op. cit." and "ibid." but the range of material that Nigel sources is a stunning example of scholarship and reason enough to buy the book. The insight that really resonated with me was CLR's - Critical Leader Relationships. Nicholson argues that these are the people who help leaders with their most difficult decisions. In organisations they can be upward, downward, and lateral but Nicholson argues that perhaps the most useful are external be it a spouse, personal coach or advisor. According to Nicholson most leaders take CLR's for granted but successful leaders typically have CLR's that provide:

- Help (Bill Gates Steve Ballmer in the early years of Microsoft),
- Insight (Warren Buffett Charlie Munger),
- Challenge (Michael Eisner Frank Wells, in Australia Leighton's Wal King Dieter Adams as were a formidable pairing.)
- Feedback
- Ideas (Steve Jobs was always on the hunt for creative intellects) and/or
- Support (Margaret and Dennis Thatcher)

Nicholson suggests that one task leaders should undertake at least annually is an analysis of their CLR's. It was also pleasant to read a book published in the UK on Leadership making reference to one of Australia's more successful CEOs, "Scroord" Turner, (wrongly called by "Screw" by Nicholson but a forgivable mistake). According to Nicholson, Turner read a paper by him on evolutionary psychology and business published in the Harvard Business Review. The paper caused Turner to reorganise Flight Centre into units of families (stores), villages (clusters of stores) and tribes (aggregates of villages totalling no more than no more than 150 people which is known as Dunbar's number and is the size below which self management can be maintained). The two key messages of "Of Leadership" stem from its title. The first is a "pun" on I. Leaders should use their inner eye to become self-aware and be able to answer authentically the question "Who am I and why am I here?" Good leaders are self-aware. The second key message was a new word, "decenter". Many leaders suffer from eyestrain: I did this, I do that, I make the decisions. I-I punctuates their conversation. According to Nicholson, (and his book he quotes some great examples) good leaders

get inside the heads of the other people and used that knowledge to build successful relationships, particularly CLRS. Of course these are the first principles of emotional intelligence and Nicholson like so many writers on this subject suffers from the same problem. The exhortations to be self-aware and empathetic are all to the good but my belief is that unless you have a theory of temperament such as the Humm-Wadsworth the exhortations will soon be forgotten. I call it putting on the 'Hummrsquo; glasses in my workshops and once you have put them on you never look at yourself or other people the same way again.

This is the leadership book you have to read: a barn-storming new take on what makes a versatile, integrated, and effective leader Using stories and examples from the lives of leaders, from the sports stadium to the White House to the office of the CEO, Nicholson shows vividly how the capacity of leaders to see what others do not see frames their actions and allows them to transform, build, destroy, or stabilize. Leaders fail through lack of insight into themselves and into the worlds they inhabit. The strategic challenge of leadership is to find the right balance between impact and versatility and the successful crafting of an identity that merges the leader and the surrounding culture or 'zeitgeist.' Leaders covered in the book include: George Bush, Tony Blair, George S Patton, Warren Buffet, Steve Jobs, Josef Stalin, Hannibal, Elizabeth I, Nelson Mandela, Edith Cowan, Abraham Lincoln, Mohandas Gandhi, Henry Ford, Ernest Shackleton, Barack Obama, Robert Maxwell, JFK, Pope John XXIII, Margaret Thatcher, and Samuel Pepys. This book resonates with insights and searching questions on the nature of human leadership. It will be an invaluable guide to managers, consultants, and people everywhere.

it is what he does with the well-worn material that is original - and highly ambitious his book does stand out from the pack of leadership literature The good news is that Nicholson has forged the tools to help would-be leaders rise to the challenge (Financial Times, May 2013) Combined with analysis of cases from several decades, this book is as richly-textured as it is insightful. (Communication Director, June 2013) From the Inside Flap This is the leadership book you have to read: a barn-storming new take on what makes the inner leader. Using stories and examples from the lives of leaders, (from the sports stadium to the White House to the office of the CEO), Nicholson shows vividly how the capacity of leaders to see what others do not see frames their actions and allows them to transform, build, destroy, or stabilize. Leaders fail through lack of insight into themselves and into the worlds they inhabit. The strategic challenge of leadership is to find the right balance between impact and versatility and the successful crafting of an identity that merges the leader and the surrounding culture or 'zeitgeist.' This book resonates with insights and searching questions on the nature of human leadership. It will be an invaluable guide to managers, consultants and people everywhere. From the Back Cover 'Nigel Nicholson is the most insightful and perceptive observer of leadership and organizational dynamics since Peter Drucker, and this is his best work so far. The book weaves together evolutionary psychology, modern cognitive theory, and real life examples in a lively and creative synthesis that is essential reading for anyone interested in answering the question, 'Who shall rule?' Robert Hogan, PhD, President, Hogan Assessment Systems 'I read lots of leadership books, and this is one of the best - it's intelligent, wide-ranging, and eminently practical. If you're a leader, or want to be one, read it!' Gary Hamel, Visiting Professor of Strategy and Entrepreneurship, London Business School and Director of the Management Innovation eXchange 'Leaders infect many through their emotional contagion - positively or negatively. But they are human. Nigel Nicholson will captivate you with charming and at times disturbing stories of leaders with whom he has worked and those that have affected all of us. In a rare feat, Nigel has done on paper what he does in his classes - reached out and given us hope that we can be better, using touching stories to show the path to new possibilities.' Distinguished University Professor Richard Boyatzis, Department of Psychology, Cognitive Science and Organizational Behavior, Case Western Reserve University; Adjunct Professor of Human Resources, ESADE and co-author of the international best seller, Primal Leadership 'The world has many books on leadership and many teachers on leadership. Having had the real pleasure of teaching alongside Nigel Nicholson, it is no surprise to find a bold and iconoclastic teacher producing a quirky, funny and insightful book, daring, for instance, to begin it with George W. Bush. I am usually a sceptic about leadership manuals but this is the exception, original and highly readable.' Sir Ian Blair, Baron Blair of Boughton, Former Commissioner of the Metropolitan Police 'The 'Irsquo; of Leadership gives a critical message and a compelling business case for the leader to understand themselves: who you are matters in everything you do as a leader. Whether you are a developing leader or an experienced leader, Nicholson's brilliantly written book will give you a cutting edge advantage in the face of paradoxes and dilemmas. The stories of well-known leaders who succeeded or failed make the case for understanding and not necessarily imitating. Every leader is unique: this book goes back to Socrates' profound advice to 'know thyself.' George Kohlrieser, Professor of Leadership and Organizational Behaviour, IMD and award winning author of Hostage at the Table and Care to Dare 'Each leader has a story but it is a story in progress, a story that probably could be written in different ways. Behind the story is what Nigel calls the 'Irsquo; of Leadership: the consciousness of the leaders, their self management and strategy. The book is not about global leaders and celebrities, it is about all of us because

we all experience that "Moment", the Leadership Moment when we have to act.—Mo Ibrahim, founder, Celtel and Chairman of the Mo Ibrahim Foundation

Three comments on this wonderful book: #1. Beware. If you pick up it, you will not put it down. #2. Pick it up. You will learn a lot. Who you are as leader will change (because you will know more about leadership) and "Who you are matters. What you do with who you are matters even more." (from Chapter 1). #3. Don't wait. Our world is never going to slow down but you can get ahead of the curve with what you learn here.—J. Keith Murnighan, Harold H. Hines Jr. Distinguished Professor of Risk Management, Kellogg School of Management, Northwestern University and author of Do Nothing! How to Stop Overmanaging and Become a Great Leader