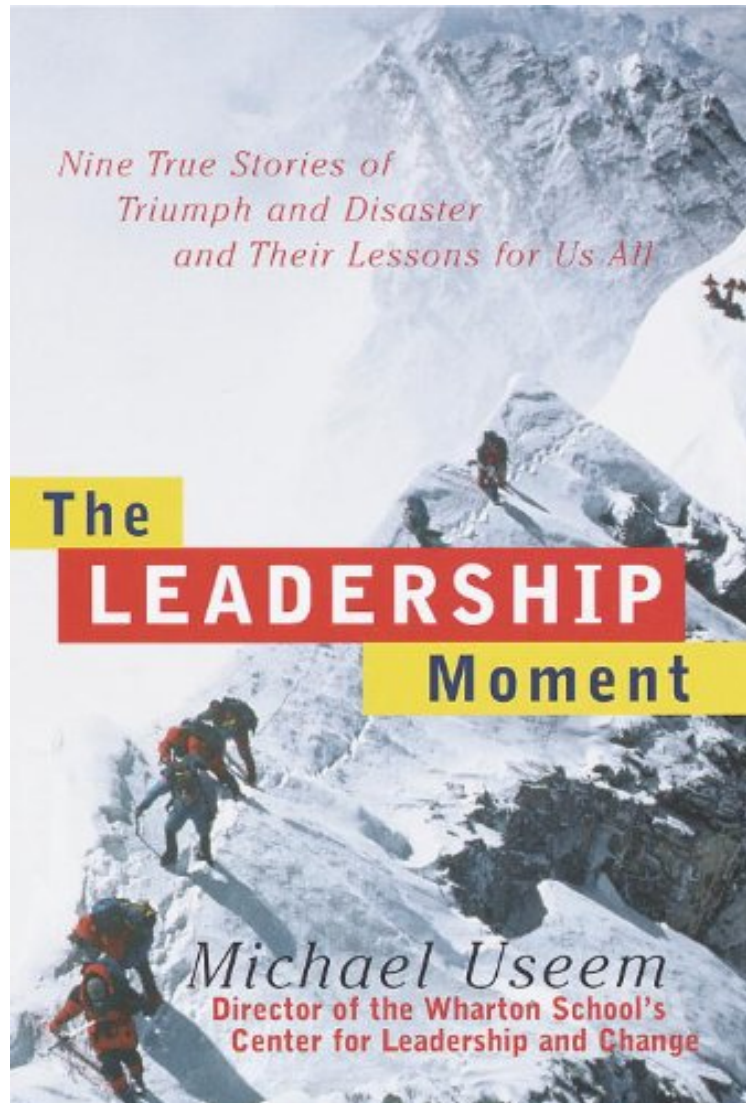


The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All

Michael Useem

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Michael Useem : The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All:

2 of 2 people found the following review helpful. Will You Be Ready?By O. HalabiehAs the author best captures it in the introduction, the book's premise is as follows: "We all need to be ready for those moments when our leadership is on the line and the fate or fortune of others depends on what we do...It is my view that one of the most effective ways of preparing for such challenges is by looking at what others have done when their own leadership was on the line. By

examining their experience and asking what they did and what they could have done, and by wondering what you would have done yourself, you can better anticipate what you should do when faced with your own leadership challenges. This book presents accounts of nine such experiences. "The experiences are diverse, and so are the perspectives and wisdom that are shared. The reader will naturally find herself reliving them and reflecting on what she would have in these situations. An action gripping and learning filled read on leadership! Below are excerpts from the book that I found particularly insightful: 1- "Collectively, these stories and the principles drawn from them offer a threefold prescription: prepare yourself, prepare your colleagues, prepare your organization." 2- "1) Powers of the office: power to reward, power to punish, power of budget. 2) Organizational Leadership: empowerment, reorganization. 3) Personal Leadership: expertise, character." 3- "The single most important lesson from these moments is the overwhelming significance of vision and action. Without a clear sense of destination, we are apt to flounder about, and without knowing how to get to that destination, we will never reach it even when we see it." 4- "Nine Leadership Moments, Nine Leadership Principles - Know yourself, Explain yourself, Expect much, Gain commitment, Build now, Prepare yourself, Move fast, Find yourself, Remain steadfast." 5- "It is not just how many followers one has; it is also how many leaders one has created among them. The more leadership in the ranks, the more effective is one's own." 6- "Achieving an organization's imperative is a leader's calling, but sometimes we confront moments when we must do otherwise. Such moments must be relatively unique, otherwise inconsistency in our organizational leadership will be evident for all to see; but if they are unthinkingly bypassed, our value as a leader may be doubted by everyone, including ourselves." 7- "If you expect those who work for you to exercise their own judgement, provide them with the decision-making experience now." 8- "If you have difficult decisions to make and insufficient time to explain them, a key to implementation may be loyal allies who are sure to execute them through thick or thin." 9- "A clear sense of common purpose and a well-formed camaraderie are essential ingredients to ensure that your team, your organization, or your company will perform to its utmost when it is most needed." 10- "Expecting high performance is prerequisite to its achievement among those who would work with you. Your high standards and optimistic anticipations will not guarantee a favorable outcome, but their absence will assuredly create the opposite." 11- "Recognizing people's diverse motives for participating is an essential first step in mobilizing their contributions. Creating an opportunity for all to succeed - whatever their motives - is an essential second step in harnessing their contributions even when the room at the top is not big enough for all." 12- "Some of today's small actions in mobilizing others may prove of little value, but others may have great results. Since you often cannot know which will later become critical, you cannot afford to avoid or ignore any now." 13- "Buy-in by all those affected by an organization's change hastens its achievement. Consultation with them, engagement of them, and appeals to them are the critical steps for building acceptance of the change." 14- "Inaction can be as damaging to leadership as inept action." 15- "Realizing your leadership potential depends on making a match between your vision and an organization. The challenge is to find the right opportunity, pick the right moment, and make the right move." 16- "Consistent, unrelenting efforts to hear and reconcile diverse positions, even when rooted in deeply entrenched and immensely powerful interests, are prerequisite to overcoming any conflict and mobilizing the resources that the contending parties are withholding." 0 of 0 people found the following review helpful. A great book for the professional By California Dreaming An excellent read. I couldn't put it down. The stories are from leaders and adventures all over the world, giving an in glimpse view of their achievements and failures. I enjoyed learning about different businesses and histories on the economic front. 0 of 0 people found the following review helpful. Great Book on Leadership By Kent N When I was in a leadership role I often had others ask me about moving into leadership themselves. I always gave them this book to read. Through its stories it creates a great picture of true leadership. You get to read about fantastic successes and terrible failures. But best of all it gives those who are interested in leadership a taste of the responsibility that comes with the role.

Are you ready for the leadership moment? Merck's Roy Vagelos commits millions of dollars to develop a drug needed only by people who can't afford it; Eugene Kranz struggles to bring the Apollo 13 astronauts home after an explosion rips through their spacecraft; Arlene Blum organizes the first women's ascent of one of the world's most dangerous mountains; Joshua Lawrence Chamberlain leads his tattered troops into a pivotal Civil War battle at Little Round Top; John Gutfreund loses Salomon Brothers when his inattention to a trading scandal almost topples the Wall Street giant; Clifton Wharton restructures a \$50 billion pension system directly out of touch with its customers; Alfredo Cristiani transforms El Salvador's decade-long civil war into a negotiated settlement; Nancy Barry leads Women's World Banking in the fight against Third World poverty; Wagner Dodge faces the decision of a lifetime as a fast-moving forest fire overtakes his firefighting crew. From the Trade Paperback edition.

.com To prove their various points, most books on business leadership focus strictly on either a series of standard, contemporary corporate illustrations or a single nontraditional model (such as a specific historic personality or a classic manuscript such as the Tao Te Ching). But Michael Useem, director of the Center for Leadership at the University of Pennsylvania's Wharton School, has long used poignant real-life examples of people facing their

"moments of truth"--regardless of the setting--to teach students how best to perform under the pressures they will face in the business world. In *The Leadership Moment: Nine True Stories of Triumph and Disaster and Their Lessons for Us All*, Useem presents some of these surprisingly effective profiles to show how others have responded when push truly comes to shove. Among them are: the story of Roy Vagelos championing an unprofitable drug that ultimately wiped out a debilitating disease in Africa; how flight director Eugene Kranz worked calmly and efficiently to return the endangered Apollo 13 astronauts safely back to Earth; and a look at Arlene Blum's pioneering all-woman ascent of the 26,545-foot Himalayan peak Annapurna in 1978. --Howard Rothman
From *Publishers Weekly* Every head of state in business or politics who believes it's lonely at the top can take refuge in this broad look at the travails of leadership by the director of the Center for Leadership and Change Management at the University of Pennsylvania's Wharton School. Useem picks nine leaders from different realms of business, public service and government, and focuses on one critical decision that each had to make. For NASA flight director Eugene Kranz, it was guiding a crippled Apollo 13 back to Earth. For El Salvador's President Alfredo Cristiani, it was bringing an end to his country's civil war. The stories are packed with detail, and some include charts and tabular matter as well. Useem does an excellent job of underscoring the lessons that would-be leaders should take away from his profiles. For example, as part of the Apollo 13 story, "When both speed and precision count, sharing information and keeping everybody's eye on both goals simultaneously are essential for achieving both," he says. Commenting on John Gutfreund's loss of Salomon Inc. ("one of Wall Street's richest companies"), Useem writes, "Inaction can be as damaging to leadership as inept action." These lessons are brought home again, often in the same words, in the Conclusion and the Leader's Guide, a listing of nostrums for aspiring managers. 32 photos. Copyright 1998 Reed Business Information, Inc. "Gripping adventure and actionable advice . . . Useem not only takes us into the experiences of others but also draws out striking lessons."--*Fast Company* "One thoughtful work like this is worth a ton of new-age, self-help tomes that are high on fluff and low on scholarship."--*San Francisco Chronicle* "A really good story is a time-honored way to show how leaders respond to extreme challenges [and] that's what Michael Useem delivers."--*USA Today* From the Trade Paperback edition.