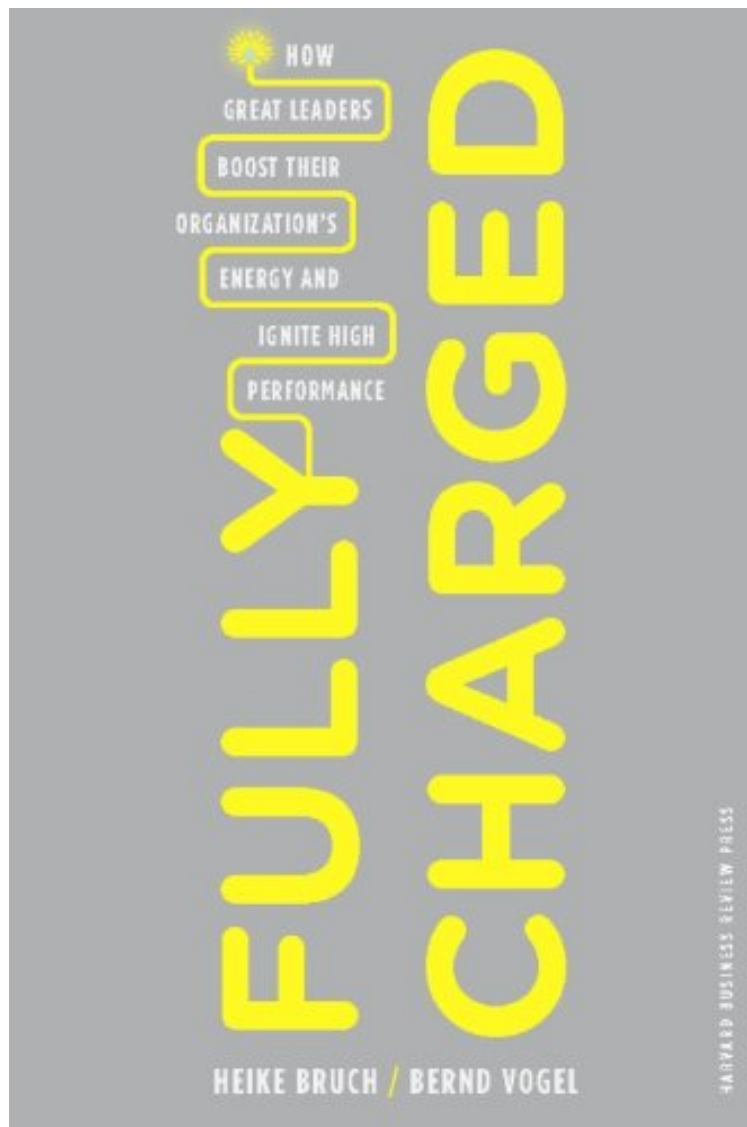


(Free and download) Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance

Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance

Heike Bruch, Bernd Vogel

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Heike Bruch, Bernd Vogel : Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance before purchasing it in order to gauge whether or not it would be worth my time, and all praised Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance:

0 of 0 people found the following review helpful. One StarBy Julie JoyceRepetitive and not that insightful.0 of 0 people found the following review helpful. Four StarsBy Jacques KotzeIntetesting insight1 of 1 people found the

following review helpful. The power and impact of "organizational energy" By Robert Morris As I began to read this brilliant book, I was reminded of how much of value that Tony Schwartz has to say (in *The Way We're Working Isn't Working*) about the importance of establishing and then nourishing an environment within which people can renew their energy. Achieving that worthy objective requires precisely the same leadership that Heike Bruch and Bernd Vogel describe, those who can "boost their organization's energy and ignite high performance." In fact, my own opinion is that such leaders are themselves the single most important source of that energy. Throughout their lively and eloquent narrative, Bruch and Vogel respond to questions such as these:

- o What are the components of organizational energy (OE)?
- o How to measure - accurately and consistently level of OE in one's organization? Note: Bruch and Vogel recommend a seven-step process on Page 59.
- o How to increase positive OE with energy-efficiency?
- o How to eliminate or at least reduce negative OE?
- o What are the key leadership tasks?
- o How best to prepare people to complete those tasks?
- o What is the "acceleration trap" and how best to prevent or escape it? Note: Check out the summary of steps to prevent a Culture of Acceleration on Page 157.
- o How to craft and then execute a strategy to instill a proactive sense of urgency re OE?

These are among the questions to which Bruch and Vogel. As these questions correctly suggest, they are convinced (and I wholly agree with them) that one of a leader's most important responsibilities is to generate, nourish, and then "orchestrate" OE. The nature and extent of effective leadership in any organization (whatever its size and nature may be) will be determined almost entirely by the nature and extent of its emotional, cognitive, and behavioral energy. Readers will appreciate the provision of Organizational Energy Questionnaire 12 (OEQ 12), a self-assessment of an organization's energy (or a division's, unit's, or team's energy) in the Appendix. The "OEQ 12" resembles the Gallup Organization's "Q12reg;" (to help measure employee engagement) at least to the extent that (a) both are based on an abundance of research data and (b) both help suggest areas of organizational strength or weakness on which leaders should focus. If your organization needs to become more energy-efficient, this is a "must read." If you think your organization has no such need, I suggest that you become a much more energetic observer of what's really happening...and not happening.

As you're well aware, your individual energy ebbs and flows--leading to high and low productivity cycles. Fail to manage your energy correctly, and you risk falling into traps including inertia, complacency, and frenzied, unfocused activity that only erodes the quality of your life. The same holds true for your entire organization. In *Fully Charged*, Heike Bruch and Bernd Vogel provide tools and strategies to help you manage your company's collective energy. First, diagnose your company's "energy state" using the Organizational Energy Matrix. By assessing the intensity (high or low) and the quality (positive or negative) of the energy in your enterprise, you discover which of four energy states your company is experiencing. Second, move your company out of dangerous states characterized by complacency, cynicism, aggression, withdrawal, and other perils. By applying practices mastered by companies as diverse as Airbus, Novartis, SAP, and Tata Steel, you can shift your firm into a state of high, positive energy--in which everyone is emotionally engaged, mentally alert, and working swiftly and productively toward critical goals. Practical and backed by extensive research, *Fully Charged* reveals how to continually refresh your company's energy--so it's always ready to tackle the next period of high demand.

This is an enjoyable read which will be helpful to leaders at every level. rdquo; Chartered Management Institute