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Jeremy Tozer

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Jeremy Tozer : Leading Through Leaders: Driving Strategy, Execution and Change before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leading Through Leaders: Driving Strategy, Execution and Change:

The purpose of this book is to provide a coherent, complete and integrated set of proven and effective tools, concepts, processes and principles which may be adapted and intelligently applied to develop any organization's leadership capability; and through that ensure the effective development and execution of strategy/change plans to achieve sustainable and improved business performance and reputation, and organizational culture development. A leadership model is introduced which examines what leaders do, how they need to do it, and how they think when they process

information in order to create the conditions in which their teams may be successful. It is based on an understanding of people in general and of the exercise of leadership in the real world in particular. The 'concepts and tools' are based upon 'first principles' and a deep understanding of the nature of 'human nature and human capability' and are intended for intelligent application by a leader exercising discretion.

"What Jeremy says is practical, well-proven and resonates instantaneously. Having 'leadership' stripped of fads, structured, simplified and explained so clearly makes it possible to 'keep doing it better' and more importantly to have a framework for developing other leaders and your organization. I admire the British Army; I am intrigued by how it develops individual leadership, yet systemically integrates it to get so many people pointing in the same direction, with such commitment, doing things so effectively, so quickly. Execution is where so many organizations fall down. By taking some military principles and changing the manner of their application, there are clearly lessons for all of us. You won't be disappointed with this book." Fru Hazlitt, Managing Director, ITV Commercial Online

"Jeremy has done it again! His work on leadership, strategy and execution is rigorous, insightful and free of fads. His analysis is based on personal experience and observation of some of history's most outstanding leaders and the organizations they have built. The book has a depth rarely found in other texts and applies to the simplest supervision of work to the complex and sometimes morally challenging situations leaders find themselves in. His work is thorough and crystal clear in describing how to be a better 'individual leader', while simultaneously developing the organization and 'collective leadership capability' - the ultimate purpose of which is to deliver improved business performance. This is the most complete and lucid work on leadership I have read. Instructive and compelling reading. It really is the best I have read, bar none." Rob Anderson, Chief Executive, Best Western Australasian

From the Author For optimal, sustainable performance, Leaders at all levels are responsible for ensuring the ACE conditions in which their teams may be successful: developing ABILITY, creating CLARITY, shaping the ENVIRONMENT. To develop ABILITY, leaders need to have a basic knowledge of psychology, effective interpersonal communication, emotional intelligence, and a coaching and feedback conversation structure to hand. Most performance improvements are achieved through improved 'clarity'. To lead change and to develop and execute strategy effectively in dynamic, uncertain environments, leaders require CLARITY creating methods which:

- * Continuously align and integrate thought and action across levels, functions, units and locations.
- * Ensure employee engagement and accountability.
- * Align accountability with delegated authority and resources to empower people.
- * Adapt plans and actions in light of actual progress and new circumstances.
- * Avoid reliance on key individuals and force of personality to get things done.

To shape the ENVIRONMENT, at a personal level, leaders need to set an example and develop their self-awareness and emotional intelligence. This assumes greater importance with seniority as executive leaders' behaviours are 'signal actions' to the rest of the organization. At an organizational level leaders need to know how to design and embed the framework of purpose, values, structure, policy, process and organizational 'doctrine' (or business and leadership philosophy) which work in alignment with and reinforce each other, and empower people to give of their best. Based on the author's 27 years leadership and consulting experience and illustrated with case studies from enterprises like Cisco, MCI, Best Western, ABN AMRO, Rothschild, Macquarie Bank, Philips, Pfizer, Roche, Colgate and the NHS, this book enables different levels of leadership in organizations to be integrated by identifying the features common to all levels of leader while allowing level-specific features to be understood 'in context'. The 'concepts and tools' are based upon 'first principles' applied at different levels of complexity and a deep understanding of the nature of 'human nature and human capability'. They are intended for intelligent application by a leader exercising discretion. Thus the approach may be embedded systemically and will endure and adapt over time. The book may be read as a logical progression of chapters, although each chapter is clear enough to stand alone and be used as an 'how to' reference as and when needed. Incredibly practical and built around real world case studies, Leading Through Leaders is based on an understanding of people and is structured for undergraduate and postgraduate management courses (the content is the core of an MSc the author created for a University in the UK), while being very relevant for practicing managers and executives as the CEO reviews suggest.

From the Back Cover Leading Through Leaders: Driving Strategy, Execution and Change will help you improve your business results by overcoming the challenges of uncertainty, complexity, imperfect decision-making and communication, and staff disengagement. Whilst focused on building collective leadership as a strategic capability, the author provides the means for effective individual leadership: a coherent framework of principles, process and behaviour to create the conditions for success, and the systemic and dynamic integration and alignment of leaders and engaged teams at all levels. Based on the author's 27 years of leadership and consulting experience, and illustrated with case studies and learning from clients such as Cisco, Best Western, ABN AMRO, Pfizer and the NHS, this book provides unique insights into 'effective leadership' in some of the world's best known enterprises. Leading Through Leaders presents an integrated suite of proven and durable principles and tools, and the leadership psychology, that may be adapted and used by any leader. It provides businesses with the intellectual firepower to rise above the fog and clutter of operational issues and focus on strategic

priorities, with the confidence that junior leaders and their teams are fully engaged and aligned at the tactical level.