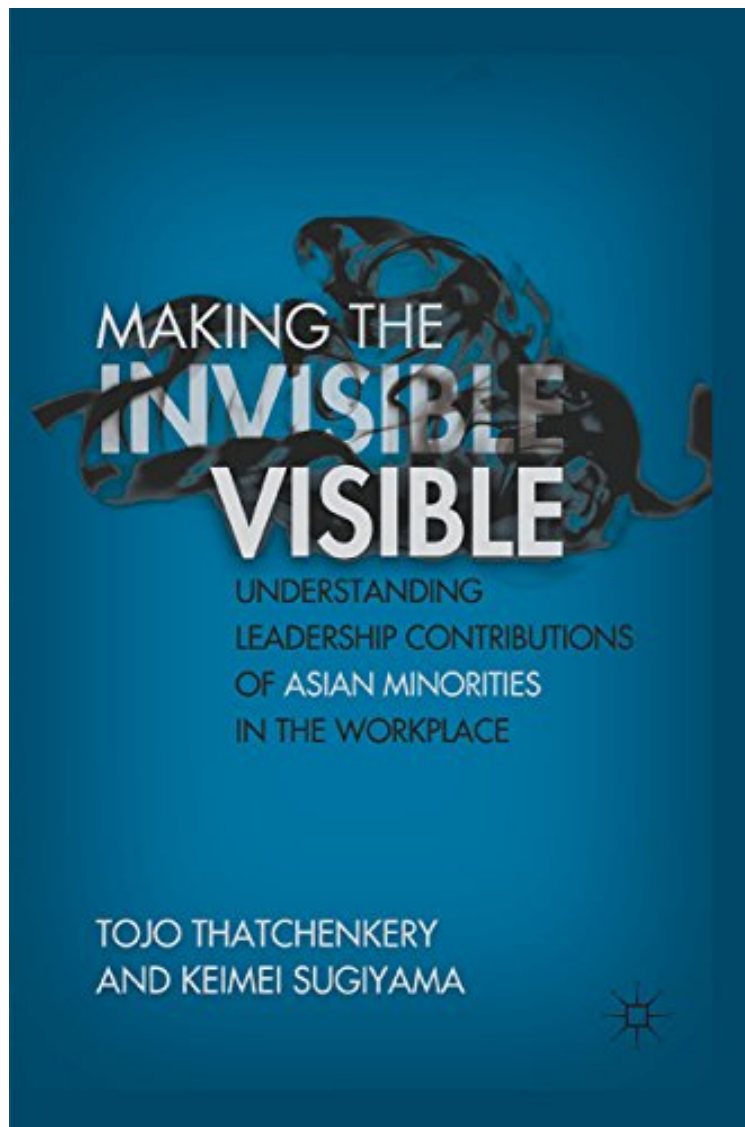


(Free and download) Making the Invisible Visible: Understanding Leadership Contributions of Asian Minorities in the Workplace

## **Making the Invisible Visible: Understanding Leadership Contributions of Asian Minorities in the Workplace**

*T. Thatchenkery, K. Sugiyama*

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**T. Thatchenkery, K. Sugiyama : Making the Invisible Visible: Understanding Leadership Contributions of Asian Minorities in the Workplace** before purchasing it in order to gage whether or not it would be worth my time, and all praised Making the Invisible Visible: Understanding Leadership Contributions of Asian Minorities in the Workplace:

1 of 1 people found the following review helpful. Seeing the invisible leaders all around youBy K. E. LongThis small

quiet book on leadership deserves to become visible so that its message of quiet leadership can be absorbed into our business and political organizations worldwide. Who are the invisible leaders? How do we make them visible? Back up for a moment: SHOULD we MAKE them visible, or is our understanding of leadership in the Western mode, with the "Individual as Hero", not all there is to the story? The authors tackle the problems and opportunities of global leadership from an angle that would be seen as nontraditional by Western leaders but which addresses the reality of leadership in daily life as experienced by millions of people around the world. Coming from a Western in military background, I've grown up in a leadership culture that prizes individual heroic approaches to direct action leadership. I've never felt like that reflected everything that needs to be said about leadership and that's the central message of this powerful book. Thatchenkery and Sugiyama conducted a multi-year study to examine what they call the invisible leadership style that they experienced as members of various Asian communities. What they call invisible leadership can be thought of as a cultural worldview built on the ideas that showmanship is the opposite of leadership, that what matters is teamwork and results in long time horizons that favor growth and development from the inside of the organization and that performance is examined and valued on the basis of what's good for the team. Invisible leaders get the job done and trust that the results will speak for themselves. They value team performance, and don't expect leaders to be constantly self-promoting and trumpeting from the front. The authors proceed to explore their sense of this phenomenon by conducting a thoroughly grounded research effort that incorporates quantitative and qualitative data and analysis using surveys, focus groups, interviews and case studies to develop their argument. It is a model of scholarly work that carefully identifies assumptions, limitations and constraints while pointing to areas of consensus and opportunities to apply their insights in the last chapter. They've incorporated scholarship on the impact of culture, motivation theory, multiple models of leadership and globalization in their efforts. They examine the impacts of leadership style and philosophy on promotions, training, recognition and reward systems and considered how invisible leadership is affected by current management practices in developing metrics, management practices and counseling programs. They carefully examined the very notion of the utility of categorizing leadership under the broad concept of "Asian", which on the surface seems like it could be useful but which masks the very real richness and diversity that can be found in various communities of practice and social groups populated by people from India, China, Japan, Thailand, Korea etc who are living and working in the United States, United Kingdom and Canada and whose generational demographics and further complexity to the rich meacute;lange that is their personal experience. The study takes a cross-section of all of these personal demographic factors and adds a further dimension based on work factors like public versus private versus nonprofit institutions. No simple leadership model can do justice to such a complex sociological mixture, despite the loud proclamations of best-selling leadership book titles, and the promises of quick fix, simple formula leadership solutions. The authors findings resonate with Heifetz's "Leadership Without Easy Answers ", and Deming's advice to "eliminate slogans". The book begins what should be a long and continuing conversation to understand the real-life complexities of modern organizations and to find ways to unleash the power and quality of all our people. It suggests that organizations can begin to apply the insights of invisible leadership by asking the right questions, considering organizational policies about visible leadership, and the payoffs of supporting invisible leaders from both pragmatic and philosophical perspectives. They carefully examine and debunk three common mental models that have plagued Asians in the United States, the UK and Canada. Asians have been variously seen as a model minority that has supposedly "made it" and shown the way for other ethnicities; as a "middle minority" without the social problems inherent in newly emerging groups but who are not quite yet co-equal with the majority and the experience of Asians as a group that is forever foreign. According to the study, these mental models are broadly perceived by Asians to affect them personally and professionally and get in the way of Asians being seen as individuals with rich personal narratives and unique circumstances. The study examines the realities of glass ceilings in professional promotion patterns in a broad spectrum of typical organizations, relying on insights from personal interviews and government statistics to make the case. It avoids simplistic formulations and superficial conclusions and does a fantastic job of providing a rich background of context that suggests many avenues of research needed in the future. The authors suggest that organizing around affinity groups rather than simple ethnic and social groupings can add real value to organizational dynamics. Considering the impacts of quiet leadership at all levels of the organization: strategic, operational and tactical can have powerful implications for policy and vision. They recommend organizations consider breaking with tradition of hiring outside leaders and rather concentrate more on growing their own from the inside as a way to acknowledge the power of tacit, long-term values based growth. The authors don't recommend a simple exchange of philosophies ("either-or") but rather suggest that broader integration of multiple modes and perspectives on leadership will add value and robustness to organizational DNA. I give this fine book my highest personal and professional recommendation, because it resonates for me on a personal and a professional level. It describes a style and philosophy of leadership that has gotten little to no attention in the scholarly or popular press and which I have witnessed to be enduringly effective. It treats a serious subject seriously and respects the broad diversity of opinion and scholarship that has been conducted in this area and yet finds many points of contention and new sources of information and inspiration. It's offered in the spirit of scholarship and understanding and suggests new ways in which our global communities and people can be respected and make progress together. To me the book

perfectly represents what invisible leadership is all about: first class scholarship, thorough analysis, grounded in evidence, makes claims in proportion to what the data show, points the ways to other avenues to explore, invites collaboration and discussion, and bravely addresses what many see as emotionally difficult or intellectually challenging in a calm, deliberate, respectful manner. 0 of 0 people found the following review helpful. A New Leadership Model By TMcNichol Making the Invisible Visible is a timely book in which authors Thatchenkery and Sugiyama offer up a model to the creative workforce of tomorrow based on what till now has been "invisible." It also is an antidote to the "out in front" leader who at times has been more a study in hubris than wisdom--think Ken Lay, Richard Fuld, John Thain, etc. etc. R. E. Long gives a spectacular summary above of the major points of the book so what I will try to do is provide an historical framework based on Asian cultures using what the authors identify as the core elements for invisible leadership values: collaboration, long-term focus and rewarding the whole. For starters, collaboration is a core value particularly when it affirms the unique strengths and talents of each and every individual. A collaborative leader is one who sometimes leads from behind, rather than is out in front. S/he steps back and allows for the emergent quality of leadership, for boundaries to be moveable seeing that certain situations call from knowledge that moves from the bottom up, rather than just top down. That a leader has the ability to view "time" as in the East, which takes a long view so that despite the "unknown," operations can proceed over the long term at a certain comfort level because of a prevailing trust in both people and process. Finally, this trust in process naturally sets up the third core element of rewarding the whole. In a recent interview, neuropsychologist, Rex Jung, noted that the next frontier of creativity will include the ability to motivate and move large numbers of people into social networks. It must be noted, that countries in Asia, such as India and China, have succeeded in forming social organizations on a large scale for millennia. Although the authors provide activities for Asian-Americans to surface their social capital by appreciating their leadership capabilities, I would argue instead, that Westerners open themselves to the need for an East-West partnership as never before for our problems are such that the world community depends on this partnership for its very survival.

Making the Invisible Visible is a study of Asian Americans in the workplace and provides a framework through which to transform the same qualities that are contributing to this invisibility phenomenon into a positive leadership approach that provides a counterweight to balance the showmanship approach to leadership.

"Finally, a book that challenges conventional assumptions about leadership. Genuine leadership is about generating substance, value and lasting results - not just superficial and immediate accomplishments, even if highly visible. Thatchenkery and Sugiyama in this original contribution show that quiet leadership is the next frontier in creating organizational excellence." - Vinod Thomas, Director-General and Senior Vice-President, IEG, World Bank "A must-read for those seeking to understand Asian American leadership models rooted in cultures with collective mindsets, where this invisible leadership is about enabling and empowering. The authors argue that empowering these invisible leaders can create sustainable change and share approaches for recognizing quiet leaders, tools for developing and sustaining quiet leadership, and the impact of quiet leadership on innovation and change." - Rohini Anand, Senior Vice President and Global Chief Diversity Officer, Sodexo "In Making the Invisible Visible, Tojo Thackenkery and Keimei Sugiyama are shining a light on the positive power of Asian American leadership. Collaboration, long term focus, and rewarding the whole: Invisible as these attributes may seem, and rare as they may be in our Western organizations, these qualities are precisely what our institutions and our world need today. As a consultant and coach for several outstanding Asian American leaders, and as the mother of young Asian American adults who are finding their place in society, I applaud the truth-telling and clarity of this wonderful book." - Annie McKee, Founder, Teleos Leadership Institute "Thatchenkery and Sugiyama have indeed succeeded in making the invisible visible in this powerful, research-driven account of the experience of Asian-Americans inside our organizations. More than a call for sensitivity or tolerance toward others who are different, this book shows us what we're missing when we fail to notice the talented Asian-American resources around us. In a competitive business environment, we need all the help we can get. Some of that help is right under our noses, already available and waiting to be recognized for the strengths they bring. In the end, this isn't a book about Asian-Americans; it's about all of us, and what we need to do differently to win." - William Pasmore, Professor of Practice, Teachers College, Columbia University "As the challenges facing business change, we see how limiting the traditional leadership stereotype is. People outside the standard mold shy; shy; - younger employees near the bottom of the corporate hierarchy, women who wish to take a break from their careers, managers who lack "charisma" but are quietly collaborative - can be more effective than the typical leader in meeting today's business challenges. Making the Invisible Visible adds a cultural dimension to this issue, showing how in Western companies Asian Americans often hit a glass ceiling, one that robs their organizations of the value they could create as senior leaders." - Vineet Nayar, CEO of HCL Technologies and bestselling author of Employees First, Customers Second: Turning Conventional Management Upside Down "Excellence can be achieved through multiple ways that need to be adapted particularly to the culture around us. The leadership contributions of Asians and Asian Americans through quiet leadership is supported by research and interesting illustrations. A must read for those

interested in a holistic approach to leadership and change." - Manoj Juneja, currently Assistant Director-General, Corporate Services, Human resources and Finance Department, Food and Agriculture Organization of the United Nations. His title will change to Deputy-Director General (Operations), Food and Agriculture Organization of the United Nations "A powerful narrative about the need to embrace an inclusive model of leadership in global organizations. Thatchenkery and Sugiyama have provided a compelling case for reaching out to the quiet leaders in your organization who may have ideas and strategies that if implemented may give you a solid competitive advantage." - "Tiger" Tyagarajan, President and CEO, Genpact About the Author TOJO THATCHENKERY is Professor and Director of M.S. in Organization Development and Knowledge Management at the School of Public Policy. He is also a member of the NTL Institute of Applied Behavioral Science and the Taos Institute, New Mexico, USA. KEIMEI SUGIYAMA is a Senior Organization Change Management Specialist at Accenture, a global technology consulting and outsourcing company.