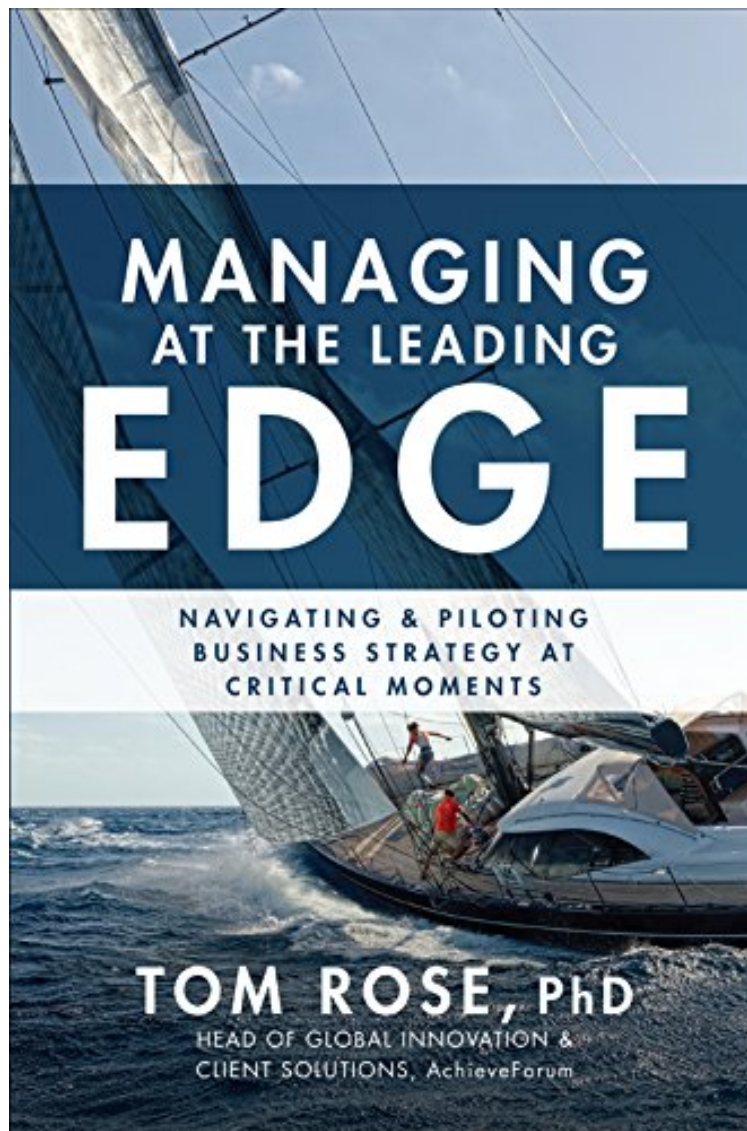


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Managing at the Leading Edge: Navigating and Piloting Business Strategy at Critical Moments

Tom Rose

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Tom Rose : Managing at the Leading Edge: Navigating and Piloting Business Strategy at Critical Moments before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing at the Leading Edge: Navigating and Piloting Business Strategy at Critical Moments:

We live in an exciting time. Technology, globalization and demographic shifts provide new potential for personal and business success. Yet, research tells that only 30% of our attempts to implement change succeed amid the turbulence we encounter both within and outside today's organizations. We need new ways of thinking and doing if we are to turn potential into performance. *Managing at the Leading Edge* provides a new evidence-based roadmap for leadership success in a dynamic context. *Managing at the Leading Edge* highlights lessons from the navigation and piloting practices used in high performing sailing. In the contemporary "white water" business environment, as at sea, achieving goals requires choosing a destination amidst uncertainty, adjusting to continually shifting conditions, converting the push and pull of environmental forces into momentum and using different skills at different times to negotiate hazards and achieve success. Easy-to-grasp and recall, this book proposes a framework of leadership with a dual focus on navigating and piloting. This framework is supported by new evidence-based insights about personal and organizational high performance. Systematic comparisons of high performing leaders and organizations with leaders and organizations that have not yet achieved this distinction illustrate how the principles of navigation and piloting apply. This research featured surveys of over 1,000 senior and mid-level leaders, the results of over a 100 interviews and the author's extensive consultation experience with a host of leaders and organizations. Through case studies, discussion of relevant research, practical tools and templates, *Managing at the Leading Edge* will help you learn:

- The critical tasks of leader navigating and piloting that lead to successful business change
- Leadership skills through which the critical tasks of navigating and piloting are successfully executed including accountability, influence, problem solving agility and engagement
- Strategies and tactics for managing points along a strategic initiative's leading edge through which resistance to change is converted into momentum and progress
- The critical hand-offs between the navigating and piloting functions and these functions drive change at the leading edge as a synchronized system of high performance leadership
- Leadership practices that create organizational high performance

Armed with leadership capabilities of high performance navigating and piloting you will be able to recognize and act on opportunities for enhanced leadership impact and achieve results that matter for you, your peers and your organization.

From the Back Cover: "To succeed in today's highly dynamic business environment, leaders need a new blueprint for thinking and doing to overcome its unique challenges. *Managing at the Leading Edge* provides us this blueprint. Rose's new work draws inspiration from high-performing mariners who manage the push and pull of the marine environment and negotiate the hazards it contains. Lessons gleaned from research on leadership and organizational high performance illustrate the application of navigation principles to lead effective business change. The book provides tools and templates, and uses stories to demonstrate their implementation in the real world of leadership." --Marshall Goldsmith, thought leader, top ranked executive coach, and author of several widely regarded books including *What Got You Here Won't Get You There* and *Triggers*

"*Managing at the Leading Edge* provides an insightful reference to how marine navigation is analogous to creating a dynamic team designed to successfully navigate the waters of turbulent business problems. Tom provides fascinating reference points that help one better understand why it is important to identify where you want to sail to as well as how to chart the proper course so you will get there, and how to recruit, train, and motivate your crew." --Brian Urban, President/CEO, Sencor

"Rose's nautical metaphor of comparing leadership to navigating a ship through the rough waters of our mighty oceans especially strikes home for me. I'm sure that *Managing at the Leading Edge* will do the same for others and allow them to plot a similar, successful course." --Fred W. Green, MBA, CPCU, Chairman, CEO Club of Boston

"*Managing at the Leading Edge* is a must read for today's business leaders. Well-researched, skillfully balanced and utilizing a maritime theme throughout to engage the reader, this field guide uses lessons learned from a wide variety of industry case studies to help frame conceptual models and practical guidance which will add immediate value to any leadership toolkit." --Karl Sparre, Vice President, Talent Solutions, Highmark Health

"Tom's new book describes leadership in nautical terms, as navigating, piloting, and managing the leading edge of the sail. The analogy fits. It parallels the highly dynamic environment where businesses compete today. And it's anchored in solid research and years of experience. Most importantly, it yields a wealth of tools, templates, and resources that readers can put to immediate use. This book is a keeper." --David Maxfield, coauthor of three immediate New York Times bestsellers: *Crucial Accountability*, *Influencer*, and *Change Anything*

"Successful leaders drive business change by creating focus and driving agile responses to the challenges encountered in implementing strategic change. Today's highly rapidly evolving business context--both within and outside organizations--require leaders adopt what Rose describes as new ways of thinking and doing. *Managing at the Leading Edge* provides a new model for how two key leadership functions work together to drive results. It also provides tools and resources that leaders can use to implement successful change in the highly dynamic environments within which today's leaders make a difference. I recommend *Managing at the Leading Edge* as a resource leaders can use to drive enduring business change." --David House, Retired Group President of American Express

Dr. Rose's new book, *Managing at the Leading Edge* is an astute blueprint for any business leader keenly focused on transformational strategic

leadership. The book is exceptionally well researched and insightfully instructive. From the beginning chapter Navigating to the concluding chapter Perseverance, the chronology of the book was perfectly structured. In a business world that is increasingly complex and globally connected, the ability for leaders to operate with a heightened sense of strategic focus is essential. Dr. Rose's cogent analysis of strategic leadership is profoundly captured in this book.

--Sean N Woodroffe, Senior Vice President Chief People Officer, National Life Group

Tom presents a thoughtful and well organized primer on how business leaders can successfully drive innovation and manage disruptive change. The challenges he discusses will be familiar to anyone in business, and the solutions he describes will be welcome insights to all of us who are seeking to improve our leadership.

--Ken McCullum, Vice President Chief Actuary, Corporate Actuarial, The Principal Financial Group

About the Author Tom Rose, PhD, is Global Head of Innovation and Client Solutions and member of the senior leadership team at AchieveForum. Rose combines an inside-outside view of what it takes to drive successful strategic initiatives. A veteran psychologist, he has over 25 years of experience playing external consultant roles in the consumer products, financial services, and pharmaceuticals industries. Complementing this outside consultant's view Rose has had several HR leadership roles including CHRO, head of talent management, talent planning, compensation, and metrics functions. Dr. Rose has worked in a diverse range of organizations like Sun Life Financial, Syracuse University, and Reebok.