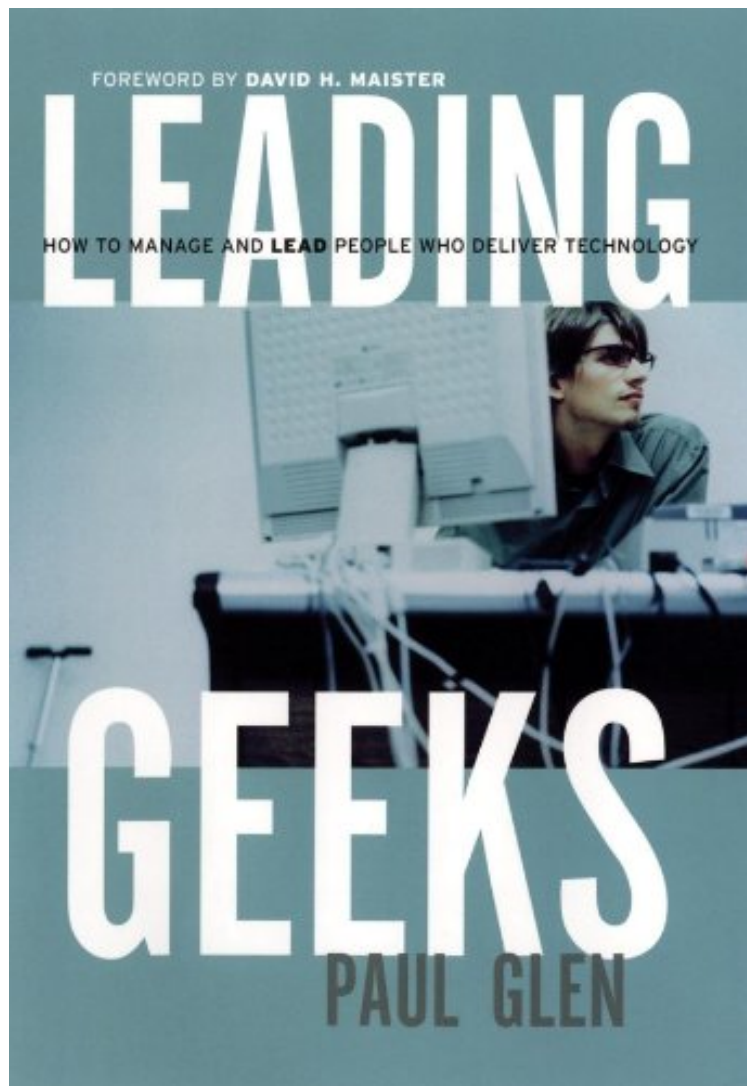


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## **Leading Geeks: How to Manage and Lead the People Who Deliver Technology (J-B Warren Bennis Series)**

*Paul Glen*

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**Paul Glen : Leading Geeks: How to Manage and Lead the People Who Deliver Technology (J-B Warren Bennis Series)** before purchasing it in order to gage whether or not it would be worth my time, and all praised **Leading Geeks: How to Manage and Lead the People Who Deliver Technology (J-B Warren Bennis Series)**:

0 of 0 people found the following review helpful. Great insights into ourselves (geeks) and others (non-geeks)By Craig PilkentonThese insights were useful for me in understanding how I perceive interactions challenges (as a geek), and how others I interact with would perceive them too (geeks and non-geeks).Here's some great quotes:"hellip;the nature

of geekwork imprints itself on the relationship between a leader and geeks; "Geeks are best able to function at peak efficiency when everything makes sense. When they understand the mission, vision, and values of their overall organization; "every geek leader has one primary goal: to capture, apply, and leverage the creative work of geeks to enable business; "For a geek, to reason is to know, and to know is to be certain, and to be certain is to be right, and to be right is to be safe." 0 of 0 people found the following review helpful. Great book. By EZ Powell Leading geeks requires a lateral approach that most managers simply don't have, even in this modern age. It tells you a lot of what you need to know. Leading geeks is no picnic. Your job is on line as much as theirs is but there is one thing you need to remember, and that is that leadership is not about doing it yourself, or being able to do what the geeks do, and you can be the first to admit that your troops know how you do specific technical tasks. However, your task as leader/manager is to get things done, using the best resources available - your troops. And in the modern world with globally located teams and telecommuting, it's still very important that you at least have a clue what your geeks are doing, so it's a good idea to promote geeks to management level because they're really the only ones who know how to manage geeks properly in the most productive environments and working conditions possible. Even for a hard-core techy, management and leadership can be very fulfilling and rewarding and you will feel like you can simply get a lot more done with help. 0 of 0 people found the following review helpful. Great Reference book By Joe LaGanga excellent book for reference for the new leader and is also a good textbook for Organizational Management courses.

Winner of the 2003 Financial Times Germany/Abstract Business Finance Book Award Leading Geeks challenges the conventional wisdom that leadership methods are universal and gives executives and managers the understanding they need to manage and lead the technologists on whom they have become so dependent. This much-needed book? written in nontechnical language by Paul Glen, a highly acclaimed management consultant? gives clear directions on how to effectively lead these brilliant yet notoriously resistant-to-being-managed knowledge workers. Glen not only provides proven management strategies but also background on why traditional approaches often don't work with geeks. Leading Geeks describes the beliefs and behavior of geeks, their group dynamics, and the unique nature of technical work. It also offers a unique twelve-part model that explains how knowledge workers deliver value to an organization.

From Publishers Weekly Technology has so clearly woven itself into the fabric of business culture that publishing Glen's book on how to manage the people who produce high tech makes perfect sense. The author, founder of a consulting firm specializing in IT organizations, assumes that "geeks" are not everyday people, and draws on his experience to present clear and simple techniques for employers to not just get what they need out of tech workers but to become the kind of managers who will mesh well with this new kind of employee. Glen's insight is to treat high technology as a creative product produced by temperamental people who are a cross between artists and professionals. This view stems from the ambiguity of "geekwork" and the fact that geeks usually know more about what they do than do their managers. Though Glen doesn't advocate turning the factories over to the workers, his aim is to make managers more effective by teaching them about the people they lead, not by giving them tools to bend employees to their will. He does an excellent job of enumerating geek characteristics and the context in which geekwork takes place, providing ample material on what works with geeks and what doesn't, such as "intrinsic" or "extrinsic" motivators, and valuable advice, like "never underestimate the power of free food." Though it doesn't contain much new material, Glen's easily readable book will prove exceptionally useful for managers who feel left behind by the pace of technology or bosses seeking to better understand their information age employees. Copyright 2002 Reed Business Information, Inc. Technology has so clearly woven itself into the fabric of business culture that publishing Glen's book on how to manage the people who produce high tech makes perfect sense. The author, founder of a consulting firm specializing in IT organizations, assumes that "geeks" are not everyday people, and draws on his experience to present clear and simple techniques for employers to not just get what they need out of tech workers but to become the kind of managers who will mesh well with this new kind of employee. Glen's insight is to treat high technology as a creative product produced by temperamental people who are a cross between artists and professionals. This view stems from the ambiguity of "geekwork" and the fact that geeks usually know more about what they do than do their managers. Though Glen doesn't advocate turning the factories over to the workers, his aim is to make managers more effective by teaching them about the people they lead, not by giving them tools to bend employees to their will. He does an excellent job of enumerating geek characteristics and the context in which geekwork takes place, providing ample material on what works with geeks and what doesn't, such as "intrinsic" or "extrinsic" motivators, and valuable advice, like "never underestimate the power of free food." Though it doesn't contain much new material, Glen's easily readable book will prove exceptionally useful for managers who feel left behind by the pace of technology or bosses seeking to better understand their information age employees. (Nov.) (Publishers Weekly, October 21, 2002) "Winner of the 2003 Financial Times Germany and Abstract Award for best book on business leadership" "Managing technology talent is more critical today than ever before. This book brings an insightful and delightful perspective." — James

Champy, chairman of consulting, Perot Systems Corporation "In this provocative book, Paul Glen provides excellent advice for managing 'geeks' the computer nerds and other high-tech gurus of the 21st century. But his insights apply equally well to the challenge of leading any group of specialists for whom esoteric knowledge is more important than power, and expertise more determinative of social dominance than bureaucratic hierarchy, including actors, athletes, university faculty, musicians, doctors, and bond traders." mdash; Steven Sample, president, University of Southern California "With an uncanny perception, Leading Geeks provides rare insight into managing often confusing and complex IT professionals. Whether you have minimal or extensive experience managing technologists, you will be inspired by this book." mdash; Craig McLeod, director of information technology, San Diego City Schools "Highly talented technical people are a separate breed, and managing them is a delicate art. Paul Glen's new book, Leading Geeks, is essential reading for any manager facing the difficult challenge of leading, motivating, and rewarding technical contributors. Paul has done the improbable he's taken his experience and knowledge of technical leadership and produced a funny, engaging, and valuable work that is a treasure trove of wisdom for technical managers." mdash; Rick Freedman, author, The IT Consultant "We ought to stop complaining about technical wizards and learn how to utilize their considerable talents. Paul Glen helps us to do that better than I ever dreamed possible." mdash; Alan Weiss, author, The Ultimate Consultant Series "I identify with geeks and, therefore, recommend this book not only for those who manage, work, and live with geeks, but also for geeks. It helps us to get to know ourselves better. Read it once for fun and once for meaning, then keep it and expect to refer back to it." mdash; Dolph Santello, principal consultant, Microsoft Corporation