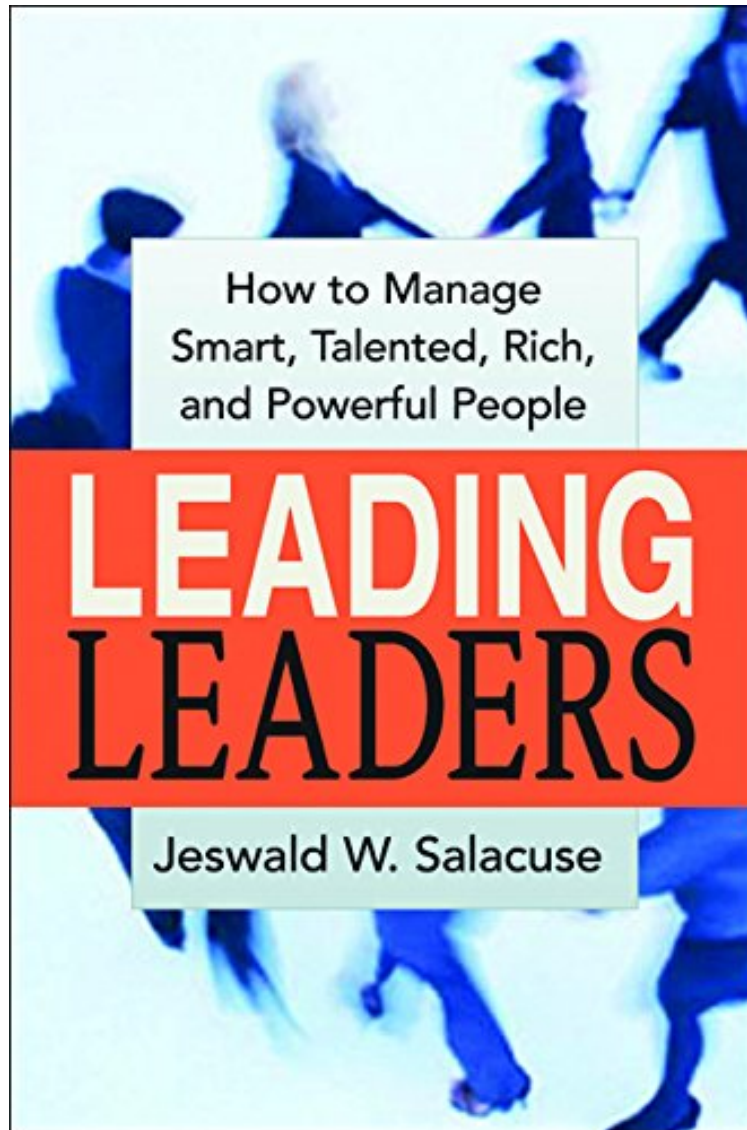


[Ebook free] Leading Leaders: How to Manage Smart, Talented, Rich, and Powerful People

Leading Leaders: How to Manage Smart, Talented, Rich, and Powerful People

Jeswald W. SALACUSE

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Jeswald W. SALACUSE : Leading Leaders: How to Manage Smart, Talented, Rich, and Powerful People before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leading Leaders: How to Manage Smart, Talented, Rich, and Powerful People:

0 of 0 people found the following review helpful. A very insightful book with some strong application potential. ...By ThePlettsA very insightful book with some strong application potential. Salacuse skillfully directs leaders in how to work with those "elite" individuals they lead in ways that not only improve the organization but also empower its

members. A somewhat quick read with practices that are feasible to initiate and truly bring about organizational and leadership development. 9 of 10 people found the following review helpful. practical books for those who lead boards and professional service firms

By Laurence J. Stybel
 Jeswald Salacuse is Professor of Law at the Fletcher School of Law and Diplomacy at Tufts University. From 1986-1994, Professor Salacuse served as The Fletcher School's Dean. He also served as Dean of the School of Law at Southern Methodist University. In addition to his role as a higher education leader, he is a specialist on international negotiation and international law. Dr. Salacuse is an independent director of several mutual funds and a member of the Steering Committee of the Program on Negotiation at Harvard Law School. Much of today's literature on leadership use sports or military analogies. Indeed successful Generals and Coaches often command premium speaker fees to speak to leaders about leadership. The presumption is that there is a technique that can be used to "inspire" "mobilize" "energize" and "direct" players to work together for the sake of the team. Such programs can indeed be of value in hierarchical work systems. But what about law firms, investment banks, accounting firms, physician practices, Boards of Directors, consulting firms, higher education and research organizations? Do these military-type models of leadership work? Dr. Salacuse argues that leaders in professional firms must "lead leaders" and not "troops" or "employees" or "players." By leaders, he refers to people who have an independent power base outside their organizational roles. That power base might be the marketability of their own talents, their network of contacts, their stature within their professions, their wealth, their ability to access clients/funding sources. This book asks how can a leader lead leaders? Dr. Salacuse employs political metaphors rather than military or sports analogies to make practical points. He reasons that politics is the art of managing other leaders who have their own power base and are not necessarily dependent on the leader. He has a fascinating chapter on "the medium sends the message" and uses the different managerial approaches of President George H.W. Bush versus President George W. Bush to illustrate the concept. In organizing a coalition to go to war against Iraq, George H.W. Bush spent considerable time on 1:1 discussions with the phone with leaders. He appealed to the unique interests of each leader one at a time and used the phone as the primary communications tool and himself as the primary communicator. In seeking to form an alliance to go to war with Iraq, George W. Bush, on the other hand, delegated much of the communications role to others. He used broad appeals without customizing the message 1:1. Dr. Salacuse argues that the father represents the model for how to engage other leaders while the son represents the model for how not to do it. In my own experience with CEOs who get fired by their Boards of Directors, I often find that these CEOs saw 1:1 conversations with Board members as side-track issues that prevented them from managing their companies. They often did not find the time valuable and it showed in their dealings with Board members. They preferred 1:1 chats with the Chairperson combined with memos and reports to everyone else on the Board. They felt that they could inspire the group at Board meetings rather than to use the Board meeting to ratify what had been worked out quietly in 1:1 conversations. Dr. Salacuse has a fascinating chapter on how to make stars into a team. As a good negotiator he turns the topic upside down and asks leaders to first look at the issue from the perspective of the professions within the organization: how much should I allow integration to happen and how much should I allow this integration to damage my professional goals? This is the followers' dilemma. And leaders of professional service firms need to explicitly address making stars into teams by looking at the followers' dilemma first. There are practical leadership suggestions for dealing with talented spoilers and how to constantly remind people about their common organizational history.

Laurence J. Stybel, Ed. D. BOARD OPTIONS, INC. [...] 0 of 0 people found the following review helpful. I now can Lead Leaders!

By Cherise M. Young
 Needed the book for a Strategic Organizational Leadership Class. This book provided important tips on how to provide leadership and assistance to those who are already leaders. Helps us to help leaders and be respectful that they too possess knowledge and are capable or they wouldn't have an audience or followers.

Expert Help for the Special Challenges of Managing Other Leaders
 Whether you were born a leader or have had leadership thrust upon you, you're in for a whole new set of challenges when managing other leaders. Think of the qualities that have brought you to a leadership role: your vision, confidence, and charisma, or perhaps your experience, unique skills, expertise, or network of powerful allies. Now remind yourself that other leaders share some or all of these qualities with you. The leaders you are called upon to lead may be other executives, highly educated experts, investors, board members, government officials, doctors, lawyers, or other professionals. The potential contributions of these elites to any organization are vital, but the likelihood of friction is also high if you don't manage relationships carefully. In any case, they are people with significant resources -- and strong opinions. How do you leverage the assets of the talented and powerful while making sure that egos remain unbruised?

Leading Leaders breaks the challenge down into the Seven Daily Tasks of Leadership, and shows you how to carry out each task when you have to manage other leaders. The seven tasks and the special challenges they entail in leading leaders are:

1. Direction How do you negotiate a vision for the organization that other leaders will buy into?
2. Integration How do you make stars a team?
3. Mediation How do you resolve conflicts over turf and power among other leaders so the organization can move forward?
4. Education How do you educate people who think they are already educated?
5. Motivation How do you move other leaders who already seem to have everything to do the right thing for

the organization?6. Representation How do you lead your organization's outside constituents while still leading leaders inside?7. Trust Creation How do you gain and keep other leaders' trust, the vital capital that your own leadership depends on? Drawing on the author's own leadership experience as well as his research in the corporate, political, academic, and professional worlds, *Leading Leaders* answers these questions with a clear set of effective rules for all managers to follow in successfully leading other leaders.

From Booklist Although a significant number of readers might herald this latest book on leadership as a godsend for their organization, it is difficult to ignore the fact that Salacuse has provided an immensely action-packed practical prescription. It begins and ends with communications, as Salacuse admits its fundamental power to gain trust and motivate others. Much of his advice is also based on knowledge of others' interests and the concomitant willingness to tailor messages, conversations, and potential outcomes. With these two competencies, leaders seeking to lead others can readily follow the myriad lists, from the principles affecting critical conversations (interactional, personal, and individual) to the seven daily tasks of leadership (direction, integration, mediation, education, motivation, representation, and trust creation). Some counsel is accompanied by bona fide case histories (for instance, President George H. W. Bush's failure to drive consensus concerning the war in Iraq); others rely on thinly constructed fiction. A good starter that leads to Warren Bennis and others. Barbara Jacobs Copyright copy; American Library Association. All rights reserved "This is a great book." - *Training magazine* "Perhaps no more important challenge faces leaders today than how to lead in horizontal organizations where they cannot just give orders but must rely principally on persuasion and negotiation. In this wise, practical, and lucid book, Jeswald Salacuse advises us on how to succeed in this new world. I recommend it!" -- William Ury, Harvard University; coauthor of *Getting to Yes*; author of *The Third* "The real trick to leading a university, business, or country is figuring out how to lead other leaders. Being able to sell other leaders on your policies and yourself is almost always the basis of success or failure in human enterprises. Professor Salacuse, who knows what he's writing about in this area, hits the nail on the head." -- Leslie H. Gelb, president emeritus of the Council on Foreign Relations, and former New York Times columnist. "Jeswald Salacuse has made a significant contribution to the study of leadership with this practical and accessible book. Leaders of many types of organizations -- business, government, multilateral, and the academia -- will find his systematic approach enlightening and, most important, useful." -- William J. Rainer, Former Chairman, Commodity Futures Trading Commission, and Cofounder, Greenwich Capital Markets, Inc. "Great stuff, full of revelations on making a team out of the star players in any outfit, and leading it on to victory." -- John Galvin, General U.S. Army, retired; former Supreme Allied Commander, NATO "Leading exceptional talent requires insight, ability -- and Jes Salacuse's latest book, *Leading Leaders*. This wonderfully organized and clearly written work provides a leadership model that sets forth a series of imperatives to increase the effectiveness of a leader -- useful for a high school teacher and a corporate CEO. The leadership paradigm suggested in the book seems so basic, yet when put in context, provides tactical solutions to real-world challenges." -- Alan Rappaport, President, Family Wealth Advisors, Bank of America"