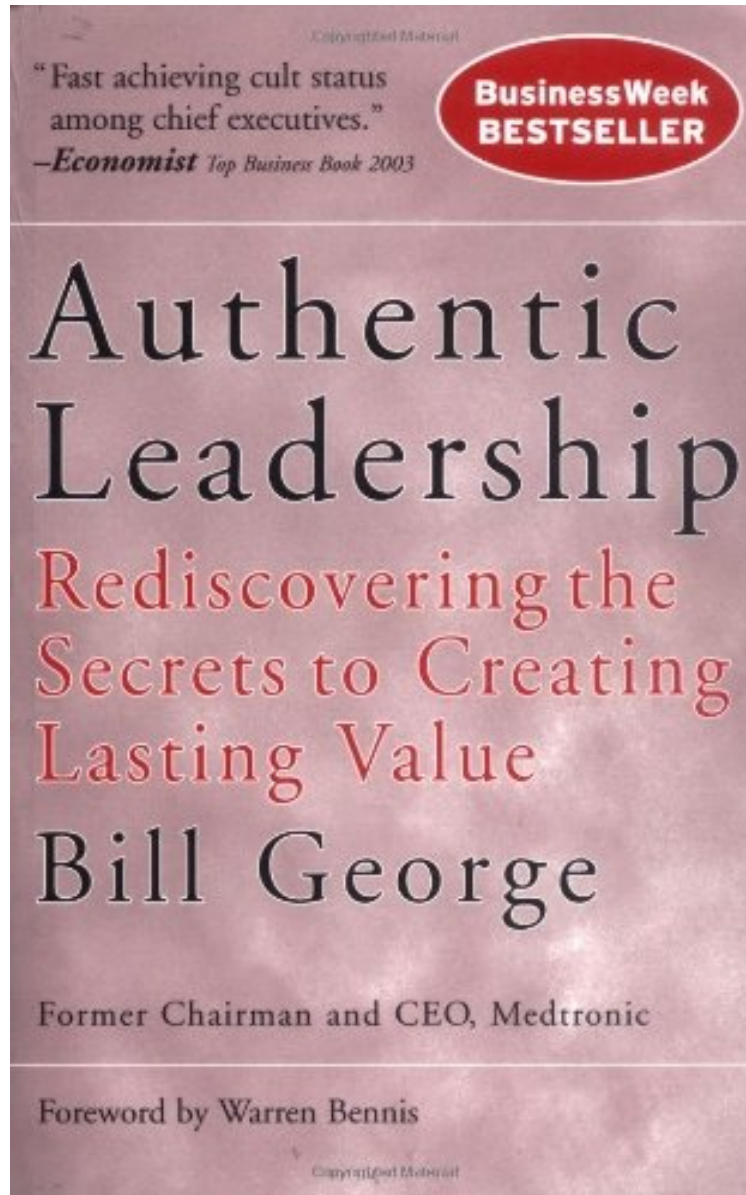


(Pdf free) Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value

Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value

Bill George

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Bill George : Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value before purchasing it in order to gage whether or not it would be worth my time, and all praised Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value:

0 of 0 people found the following review helpful. Excellent book, it is an invitation to responsibility for our actions

and conscious alignment to our deeper purpose

By Lawrence Philbrook This is an excellent book that challenges each of us as leaders to reflect deeply on our own purpose and intention and then as we discern it take responsibility to live into it. His five core elements of authentic leadership each distinct yet unfolding together. His stories of his own journey and how authentic leadership shows up in others are very helpful

0 of 0 people found the following review helpful. Valuable for all leadership contexts

By Texas Gal Bill George surveys the complexities of twenty-first century corporations and concludes there is a great need for authentic leaders who "lead with purpose, values, and integrity...are good stewards of the legacy they inherited from predecessors...who build enduring organizations...motivate their employees to provide superior customer service...create long-term value for shareholders" (9). George makes his case for authentic leadership by first describing authentic leaders and how they develop. He then examines how authentic leaders build authentic companies. Third, George outlines how authentic companies compete more effectively in the market. He then concludes the book by examining how authentic leaders look beyond the bottom line (7). According to George, "leadership begins and ends with authenticity. It's being yourself; being the person you were created to be" (11). He comments on the tendency in the literature on leadership to emphasize lists of characteristics of effective leaders to be emulated by students. The emphasis is on style, and aspiring leaders need only adopt these styles to be effective. George, instead, encourages aspiring leaders to be authentic and develop as people who are authentic leaders. What makes a leader authentic? First, the leader will have a genuine desire to serve and be guided by matters of the heart, by passion and compassion, as well as by qualities of the mind (12). Second, the leader will be his or her own person, and not attempt to emulate all the characteristics or style of other leaders who are deemed successful (12). Third, the leader will develop his or her own style of leading, one consistent with his or her personality or character (13). Fourth, the leader will be in touch with his or her own weaknesses, and will be able to resist the tendency to cover up shortcomings and pretend to be something they are not in order to win the admiration of others (14-15). George describes five dimensions of authentic leaders, or the qualities that true leaders must develop (18). First, leaders must understand their purpose, which can lead to a driving passion (19, 36). Second, leaders must practice solid values, which then define behavior, even in the crucible of difficult circumstances (20, 37). Third, leaders must lead with heart, which allows the leader to have compassion, especially for employees (22, 39). Fourth, leaders must stay connected through enduring relationships (23, 40). Finally, leaders must demonstrate self-discipline because their lives are examined closely by those within and without a corporation (24, 41). It could be argued the Bill George falls into the "servant-leadership" school of thought when he states that "authentic leaders genuinely desire to serve others" (12). This echoes the thinking of Robert K. Greenleaf, who is often considered to be the father of the modern servant-leadership movement, when he describes servant-leaders as those who act on their natural desire to serve. A question often raised in discussions over Greenleaf's conception of leadership is whether or not a person does have a natural desire to serve, and if not, then from where does that desire come? Christians believe that desire comes from the transforming presence of Jesus Christ in the life of the leader. Perhaps this reveals a bias in George's book. He claims that authentic leaders will have a genuine desire to serve others, but he does not state explicitly from where the leader receives that desire. Does he believe, like Greenleaf, that the desire comes naturally? George writes of his faith and church participation and how that has helped shape him as a leader. One might say that George's authenticity is the result of the presence of Christ in his life. If that is true, then can non-Christian leaders be authentic as George has defined and described it? Authentic Leadership is an important book because it provides a welcome and needed perspective that is likely to be widely read in secular leadership studies. George clearly and concisely spells out the lessons he has learned about authenticity and the difference it can make for the leader, his or her family, and the company as a whole, including customers, employees and shareholders. He addresses the concerns of corporate America from a thoughtful, well-informed and seasoned perspective. His examples are both personal and relevant. George writes specifically for corporate leaders, and the book is most appropriate for that setting. However, there are truths about authenticity that are important for leaders in all settings. What, specifically, does Authentic Leadership have to say to those serving in ministerial leadership positions? George's five characteristics of authentic leadership are helpful for ministers. Pastors and churches sometimes borrow or copy styles and methods from successful models in the hopes that it will lead to success in their context. George encourages leaders to know their purpose and be the people they were created to be. Concepts such as calling, mission, and purpose can help provide an anchor when pastors are tempted by self-esteem issues, especially if success in ministry is defined by large numbers of people participating in church activities instead of defining it biblically as obedience to the word of the Lord. Jesus Christ provides the foundational values that drive all ministerial leadership, and Christ gave a model for how to lead with heart and humbly serve to meet the needs of others when he picked up a towel and basin to wash the feet of the disciples. Connected and enduring relationships are also important for ministerial leaders, as is the importance of maintaining self-discipline. It is a given that ministers and their families are under constant scrutiny, and the stakes are high in terms of influence and example. Pastors should be diligent in having deep, accountable, and encouraging same gender friendships where they can be told the truth in love and own their weaknesses. Without owning their "shadow selves," leaders will be tempted to work for the approval of others. Dan Allender echoes George by encouraging leaders to be honest about their failures with those who follow them and

confess to being the organization's chief sinner (Dan B. Allender, *Leading with A Limp*, Colorado Springs, CO: Waterbrook Press, 2006, 2-3). This raises a question: how safe is it for ministers to be authentic with their parishioners? Pastors must be wise about whom they make a manager of their personal information, but the need for authentic, connected relationships remains. Ministerial leaders and churches should work to create a culture in which ministers can find a safe place to be authentic without the fear of repercussions because of their weaknesses. Ministerial leaders may not find *Authentic Leadership* to be as relevant as other books written specifically for ministry situations, but George still has important words of wisdom related to being the person you were created to be, owning your weaknesses, establishing connected relationships, maintaining a healthy balance in every area of life, and on the role of innovators in an organization and the importance of governance. These are issues that all leaders face, regardless of the context.

0 of 0 people found the following review helpful. Really worthwhile reading for anybody who wants to be a leader

By Rodolfo

Very adequate theory on leadership, with lots of examples that prove that this is not just a theory, but something that has been used, and it worked. Fun to read. Highly recommended reading

In the wake of continuing corporate scandals there have been few, if any, CEOs that have stepped forward as models of "doing things right"—except the former chairman and CEO of Medtronic, Bill George. George has become the unofficial spokesperson for responsible leadership—in business, the media, and academia. In *Authentic Leadership* Bill George makes the case that we do need new leaders, not just new laws, to bring us out of the current corporate crisis. He persuasively demonstrates that authentic leaders of mission-driven companies will create far greater shareholder value than financially oriented companies. During George's twelve-year leadership at Medtronic, the company's market capitalization soared from \$1.1 billion to \$460 billion, averaging 35% per year. George candidly recounts many of the toughest challenges he encountered -- from ethical dilemmas and battles with the FDA to his own development as a leader. He shows how to develop the five essential dimensions of authentic leadership—purpose, values, heart, relationships, and self-discipline. *Authentic Leadership* offers inspiring lessons to all who want to lead with heart and with compassion for those they serve. Bill George helps readers answer vital questions such as: What should I do when my personal values conflict with company business values? How do I make trade-offs between the needs of my customers, my employees, and my company's shareholders? Do I really want to devote my talents to business? *Authentic Leadership* provides a tested guide for character-based leaders and all those who have a stake in the integrity and success of our corporations.