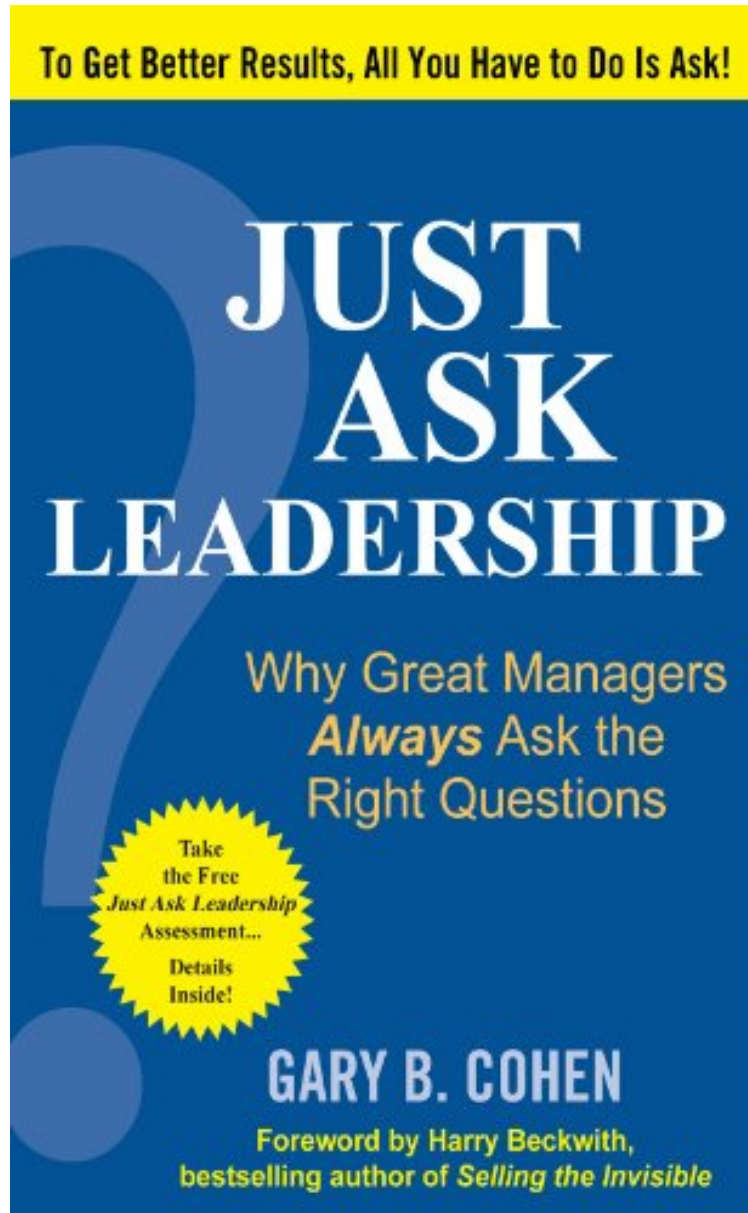


(Download pdf) Just Ask Leadership: Why Great Managers Always Ask the Right Questions

Just Ask Leadership: Why Great Managers Always Ask the Right Questions

Gary B. Cohen

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Gary B. Cohen : Just Ask Leadership: Why Great Managers Always Ask the Right Questions before purchasing it in order to gage whether or not it would be worth my time, and all praised Just Ask Leadership: Why Great Managers Always Ask the Right Questions:

0 of 0 people found the following review helpful. Every CEO Should Read This!By Carol M. LiegeI love a story Gary

tells about a four-star general whose young daughter asked him what he did at work. When he was an officer, he told her "I answer questions." When he got to be a general, he said, "I ask questions." It reminded me of a time I was a consultant to a group of retired four-stars in Washington. They asked for lots of information and recommendations, then responded with decisions or had more questions that sent me back to the drawing board. One of them, a great guy with an illustrious career record, bragged that he wasn't very bright but he knew how to surround himself with people smarter than he was. His favorite "management" story was about a time he did a stint at the Pentagon and had seven colonels with Ph.D.s working for him. He'd ask them for information and recommendations, and if they argued with the decisions he made, he'd say, "You may be smarter than I am, but I'm the boss." He was widely respected by people who worked for him, and had many for friends many years later.

3 of 3 people found the following review helpful. The ChallengeBy Michael OdomAll good leaders understand the importance of aligning their team toward a shared vision/mission. We also know the power of motivating the team to stretch toward that future with intensity. Where many of us struggle, including me is how we maximize our effectiveness. We find ourselves working long hours because our team continues to count on us for direction. There are lots of reasons why we came to manage this way, but the bottom line is that we are in the habit of telling our team what they should do.As you read through Just Ask Leadership you quickly come to the obvious conclusion that asking the right questions will help your team learn to answer their own questions, and give them more ownership of the results, which will help improve our effectiveness.The real question is how do you change? Reading the examples and questions listed help, but the bottom line is that you have to commit to changing, and practice asking good questions. You also have to realize your leadership team has probably adopted a similar approach, so what questions can you ask to help them change as well?Clearly I have some work to do, but it seems clear that releasing the power of my team through asking is the right model.

0 of 0 people found the following review helpful. A long list of questions for leaders to askBy John GibbsQuestions can help us to see ourselves, coworkers and organisations more clearly, according to Gary Cohen in this book. The author describes the concept of "question-based leadership", in which, instead of giving instructions, a leader leads by asking the right questions, thereby empowering his or her followers or "coworkers" to exercise creativity and become more productive.It is an interesting premise; however, instead of expanding on the premise, the book consists of numerous questions, each with a brief explanation. The questions are structured into chapters on vision, accountability, building unity and cooperation, decision-making and motivation. It is important to avoid "gotcha" questions and questions which are merely asked to make a point because the questioner already knows the answer.In my view the book contains some interesting leadership advice. It takes a distinctively egalitarian and respectful approach towards a leader's subordinates. It emphasises the importance of devolving responsibility. But ultimately the list-of-questions style, although it may work for leaders, does not in my opinion work very well for creating a readable well-ordered book.

John T. Chain, Jr., rose from a second lieutenant to four-star general and led our national missile defense program. Mike Harper led ConAgra Foods from \$636 million to \$20 billion in 20 years and increased its stocks value 150 times over. Ask Gary Cohen what these remarkable leaders have in common and his answer will be straightforward: They use questions to generate fresh ideas, inspire committed action, and build an army of forward-thinking leaders. In Just Ask Leadership, Cohen steers you away from the all-too-common idea that if you don't assert yourself with strong statements, you will not be respected. On the contrary, statistics prove that 95 percent of employees prefer to be asked questions rather than be told what to do. Involving employees and colleagues in decision making processes builds an environment rich with energy, excitement, and innovative problem solving. Just Ask Leadership outlines not only specific questions to ask in certain contexts, but also how to implement question-based leadership as a whole. Learn how to Spend more time on long-term goals—and less on short-term crises Build a culture of accountability Create unity and trust throughout your workforce Steer decision making to the most appropriate parties Develop rapport while instilling respect When you ask questions, you show respect—and you are respected in turn. It is that simple. A combination of Cohen's proven expertise and interviews with nearly 100 highly effective leaders, Just Ask Leadership explains how to harness the power of questions to make your organization more competitive, more profitable, and a better place to work.

From the Back CoverHow do you become a great leader? The answer's simple: Just Ask. The world is filled with people who have all the right answers. What it needs are more people who have all the right questions. Leadership guru Gary Cohen explains how to empower yourself and your people by presenting open-ended questions designed to engage and inspire. Just Ask Leadership provides the insight and skills you need to strategically "question" your organization to greatness. "Gary's book can raise everyone's awareness of the social and intellectual power of asking rather than telling." Tom Pritzker, CEO, Hyatt Corporation "A thoroughly engaging, well-researched book that has changed the way I run my business." Kayle Neeley, CEO, EZ Payroll Staffing, and former Vice President, Norwegian Cruise Line "Gary's concept of Just Ask Leadership is new and illuminating. It is what we do as leaders." Matt Wisk, President, My Points, Inc. "For innovative

thinking and getting a new slant on an old problem, Gary Cohen is incomparable.”; Marcy Syms, CEO, Syms Corporation “Gary’s approach applies to schools as well as businesses. Administrators can empower teachers and teachers can empower students simply by asking thoughtful, open-ended questions.”; Arne Duncan, U.S. Secretary of Education

About the Author Gary Cohen, president and cofounder of ACI Telecentrics, Inc., expanded the company from two people to 2,200 employees, took the company public, and reached \$32 million in revenues at the company’s peak. ACI grew at an average compounded rate of over 50 percent for almost 13 years. Currently, he is partner and founder of CO2 Partners, LLC, in Minneapolis, where he works as an executive coach and consultant. Eric Vrooman is a freelance writer living in Minneapolis. He has taught creative writing at Tulane University and Gustavus Adolphus College.