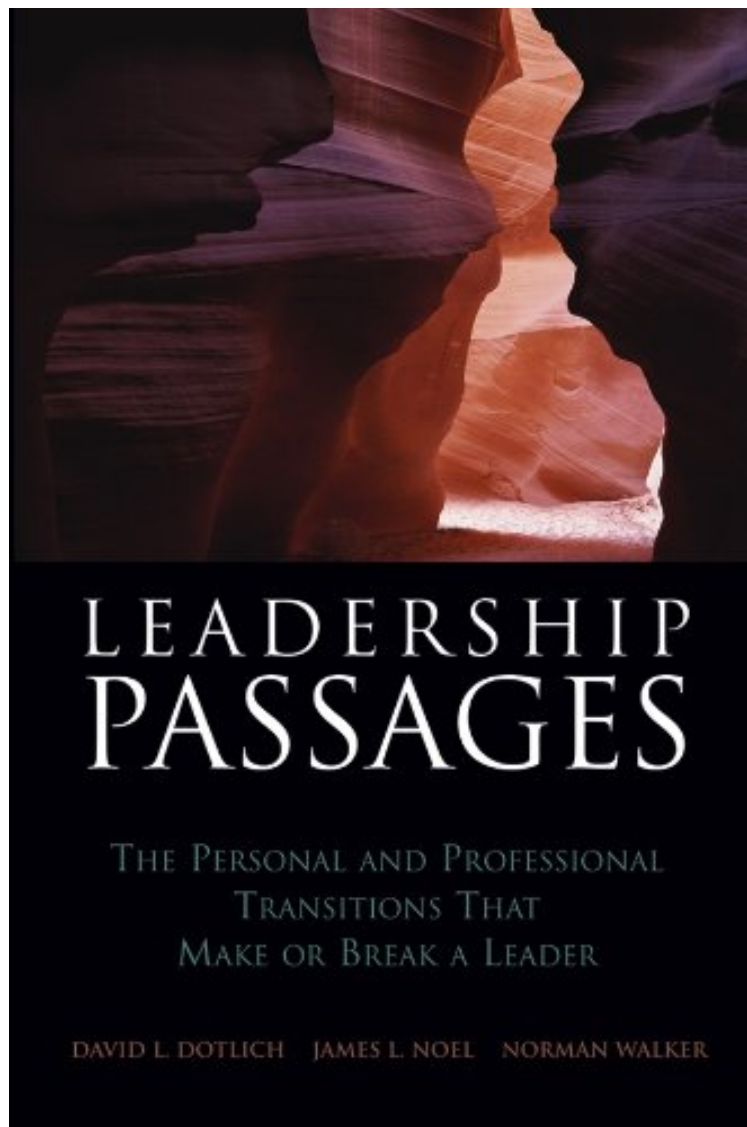


(Free read ebook) Leadership Passages: The Personal and Professional Transitions That Make or Break a Leader (J-B US non-Franchise Leadership)

## **Leadership Passages: The Personal and Professional Transitions That Make or Break a Leader (J-B US non-Franchise Leadership)**

*David L. Dotlich, James L. Noel, Norman Walker*  
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**David L. Dotlich, James L. Noel, Norman Walker : Leadership Passages: The Personal and Professional Transitions That Make or Break a Leader (J-B US non-Franchise Leadership)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leadership Passages: The Personal and Professional Transitions That Make or Break a Leader (J-B US non-Franchise Leadership):

0 of 0 people found the following review helpful. Navigate The Passages Successfully!By O. HalabiehAs best

summarized by the authors: "We have selected thirteen passages to describe in this book...we have chosen the thirteen that senior leaders mention most often and describe as particularly compelling or intense. If you work long enough, you will experience many of these passages, perhaps all of them. When you do, you will find them to be emotionally, intellectually, and even spiritually intense. And they are passages because as the world indicates, they take you from one place to another you see the world and yourself differently after you've gone through the events and emotional states that define each passage...Our goal is to help you understand, learn from, and navigate the passages successfully. If you do, you will dramatically increase your leadership effectiveness. If you don't, you'll risk bypassing the most important leadership development experience you can face: your own life." Below are key excerpts from the book that summarize the main points:

- 1- "Although, everyone experiences adversity and diversity in unique ways, the general nature of these experiences can be predicted and prepared for. When you know the passages you will encounter, you're better able to maximize their value as learning tools...they're organized according to the four quadrants of the matrix: (1) diversity of work experiences, (2) work adversity, (3) diversity of life experiences, and (4) life adversity."
- 2- "Ultimately, the way we use our skills, obtain results, or establish relationships is contingent on our internal awareness of who we are. If we're blind to our weak spots, they're bound to trip us up."
- 3- "Without a failure or two along the way, leaders never have to move out of their comfort zones, adjust their identities, or develop their capacity for compassion...Failure, though, can also deepen you. It gives you a sense of your own fallibility and forces you to reassess your point of view."
- 4- "Companies therefore need to be proactive in helping their new executives deal with this passage; the first thing they should do is counsel them on the implicit rules of the culture and how to maximize the impact of their entry and minimize the cultural upheaval...follow this five-step method to learn and grow as you move through the passage: 1) Identify the gap between the company's intention and your experience...2) Focus on your boss and learn to read him accurately...3) Build a coalition that stretches throughout the organization...4) Diagnose the culture yourself...5) Create a time-focused vision of what you want to accomplish."
- 5- "Challenges for First-Time leaders: 1) Losing an Identity...2) Seeing your Star Dim...3) Balancing People and Tasks. The Normality of Struggle: 1) Reflect and talk about the feedback you receive...2) Heed your instincts...3) Make the time to focus on people...4) Grasp the network of influence and politics...5) Don't abuse your power. 6) Do the right thing, but don't be convinced you always know what the right thing is."
- 6- "The Role of Paradox in Business: 1) Value the unfamiliar...2) Display a hang-in-there mentality...3) Accept the paradoxical nature of work."
- 7- "Four Dos in Dealing with Failure: 1) Examine your decisions that catalyzed the failure...2) Talk to your boss, a coach, or some other trusted adviser about this incident...3) Reflect on what you might do differently in the future...4) Summon the energy to persevere."
- 8- "A bad boss or peer is a reverse role model - one you can use to guide yourself away from counterproductive actions and attitudes. To take advantage of these three learnings, we recommend the following steps: 1) Choose an interpersonal strategy to manage the relationship...2) Ask yourself what your reaction to a boss or peer says about you...3) Define your values."
- 9- "How to Grow from Being Diminished: 1) Refuse to allow the event define you...2) Understand why it happened...3) Use your support network...4) Develop a "what next" strategy."
- 10- "Learning More Than How To Keep Your Job (in an MA): 1) Figure out new rules quickly and start playing by them...2) Remain a strong leader despite your sense of vulnerability...3) Transcend the politics while focusing on the mission...4) Maintain an open mind...5) Create a new network. Growing as a Company Changes: 1) Determine if you should remain with the new company... 2) Work at assessing and expressing how you feel about the merger or acquisition...3) Reconnect to the company...4) Keep the lines of communication open with your direct reports...5) Be patient."
- 11- "How to Take Advantage of a Once-in-a-Lifetime Opportunity (living in a different country or culture)...1) Adopt an adventurer's mind-set...2) Learn first; teach second...3) Function effectively without knowing the rules or how to behave."
- 12- "Finding a Meaningful Balance Between Work and Family...1) Let your values be your work-family guide. 2) Involve your partner early on in your decisions about work and family...3) Monitor your attitude towards success."
- 13- "How to Manage Upheaval: 1) Reveal your vulnerabilities...2) Be authentic...3) Accept fate and move on."
- 14- "Leadership Development Is About Experiences: 1) Stretch assignments 2) Education 3) Key Relationships 4) Outside activities 5) Coaching 6) Diverse experiences 7) Living abroad 8) Feedback 9) Selection and Staffing."
- 15- "An Eight-Step Survive-And-Thrive Guide: 1) Learn Resilience...2) Accept Personal Responsibility...3) Reflect...4) Seek support from your partner, family, friends, and professionals...5) Develop and Use a Professional Network...6) Seek Refuge...7) Gain Perspective...8) Take Risks."
- 16- "The thirteen predictable, intense passages can certainly be stressful, confusing, and emotionally volatile periods in your life. They are also the foundation with which you can become stronger, more humane, and more effective leader. With insight, reflection, and a strong dose of self-forgiveness, you can turn the experiences of your life and career into personal growth for yourself and for others."

18 of 18 people found the following review helpful. Something for everyone

By Thomas M. Loarie

Transitions are a part of everyone's life. And since the publication of Judith Viorst's "Necessary Losses," transitions has become an increasingly popular subject for authors. Dotlich, Noel, and Walker in "Leadership Passages" cover thirteen common personal and professional passages (transitions) that they say make or break a leader...in fact, they can make or break any human, not just leaders. The authors based this book on their work as executives within major companies, business advisors and executive development consultants. Passages are predictable and inevitable. Most will go through more than one. Since

passages are intense, they can destroy one's spirit. At the same time, they represent an opportunity as those who successfully navigate these difficult currents of life will experience real personal growth. And if not handled with emotional and intellectual honesty, these passages lead to danger. Most people, the authors have found, who move through life experiencing one success after another are shallow. They distinguish between the senior executive who has been strengthened and deepened by his/her passages and failure, from those who have not. The former are the most effective leaders. "Leadership Passages" is filled with examples and covers the following transitions. 1. Joining a company. 2. Moving into a leadership role. 3. Accepting the stretch assignment. 4. Getting responsibility for a business. 5. Dealing with significant failure for which you were responsible. 6. Coping with a bad boss and competitive peers. 7. Losing your job or being passed over for the promotion. 8. Being part of an acquisition or merger. 9. Living in a different country. 10. Finding meaningful balance between work and family. 11. Letting go of ambition. 12. Facing personal upheaval. 13. Losing faith in the system. There is something in this book for everyone. This is a book that will have value at many points in your career. And these passages will test your resiliency, your ability to accept responsibility, your ability to reflect, seek support, develop and seek refuge, use a professional network, gain perspective, take risks, refine, and pass on your experience. 3 of 3 people found the following review helpful. A book with a fresh take on leadership. By Eric Kassin. This book focuses on an interesting premise- that leadership is significantly developed by key experiences and the person's reactions to them. Many of the key experiences need to be actively sought out and accepted such as accepting a stretch assignment or living in a different country. Others are often a matter of time such as joining a new company, coping with a bad boss, or facing personal upheaval. Another- dealing with failure- is in between with an element of decision in choosing to take risks and stretch oneself, and an element of time. What links all these experiences together is that they must be dealt with honestly in order to learn from them. The book does a good job of presenting these ideas and more, with examples of people who have gone through the passages- some successful, others not. While few will agree with everything presented, it raises good questions and should be appreciated for that.

Leaders face numerous critical crossroads in their careers, moments that can provide extraordinary learning and growth opportunities or ensnare them and prevent further development. The good thing about these passages is that they're predictable, and with proper preparation, leaders not only can survive them to become stronger but can use these experiences to enhance their leadership, compassion, and effectiveness. This book lays out thirteen specific "leadership passages" based on research, interviews, and coaching of senior executives in such well-known companies as Johnson Johnson, Novartis, Intel, GE, and Bank of America. For each passage, the authors describe what to expect, how the passage constitutes a choice point, and what effective leaders do to navigate and grow from the challenge. Some of the passages include: moving into a leadership role for the first time, dealing with significant failure for which you are responsible, derailing/losing your job, being acquired/merging, losing faith in the system, understanding the importance of children, family and friends, and personal upheavals such as divorce, illness, and death. The authors provide a wealth of practical tools and techniques to improve your leadership, along with real-life examples from recognizable leaders and breakthrough ways in which companies can use the concept of leadership passages to grow talent.

"Leadership Passages has the answers" (Business Executive, June 2005) "picks in more useable advice than most of its ilk" (Third Sector, 2 March 2005) "insightful" (CA Magazine, 1st Dec. 2004) "a wealth of practical tools and techniques to improve your leadership" (Strategic HR, Nov/Dec 2004) "Leadership Passages describes systematically that it is far more effective and compelling to build on both successes and failures, rather than trying to overlook or even ignore the valuable lessons that unavoidable adversity in both our personal and business lives can teach us." --Daniel Vasella, chairman and CEO, Novartis "If you want to succeed and have inner peace at the same time, then this book is for you." --Ram Charan, coauthor, Execution: The Discipline of Getting Things Done "Leadership Passages describes in direct, simple, and honest language how human beings become great leaders. Filled with wisdom, insight, and practical advice from three world-class coaches--reading this book is like attending and completing a senior-level leadership program, or spending a week with the best executive coach." --Linda Clark-Santos, senior vice president, Talent Organizational Capability of Washington Mutual "Do careers stop when we are passed over, have a bad boss, or just blow it? Not according to this book. Great leaders pick themselves up and move on, learning while they go forward. Leadership Passages show us how." --Ken Blanchard, coauthor, The One Minute Manager and The Secret "This breakthrough book on leadership development is filled with practical advice on ways to lead others and ways to learn from your life as well as your career. We all know that experience is a teacher, but Dotlich, Noel, and Walker show us why!" --Joe Berardino, vice chairman, Sciens Capital Management LLC, and former chairman and CEO, Andersen Worldwide. From the Inside Flap. Leaders face numerous critical crossroads in their careers, moments that can provide extraordinary learning and growth opportunities or ensnare them and prevent further development. The good thing about these passages is that they're predictable, and with proper

preparation, leaders not only can survive them to become stronger but can use these experiences to enhance their leadership, compassion, and effectiveness. This book lays out thirteen specific "leadership passages" based on research, interviews, and coaching of senior executives in such well-known companies as Johnson Johnson, Novartis, Intel, GE, and Bank of America. For each passage, the authors describe what to expect, how the passage constitutes a choice point, and what effective leaders do to navigate and grow from the challenge. Some of the passages include: moving into a leadership role for the first time, dealing with significant failure for which you are responsible, derailing/losing your job, being acquired/merging, losing faith in the system, understanding the importance of children, family, and friends, and personal upheavals such as divorce, illness, and death. The authors provide a wealth of practical tools and techniques to improve your leadership, along with real-life examples from recognizable leaders and breakthrough ways in which companies can use the concept of leadership passages to grow talent.