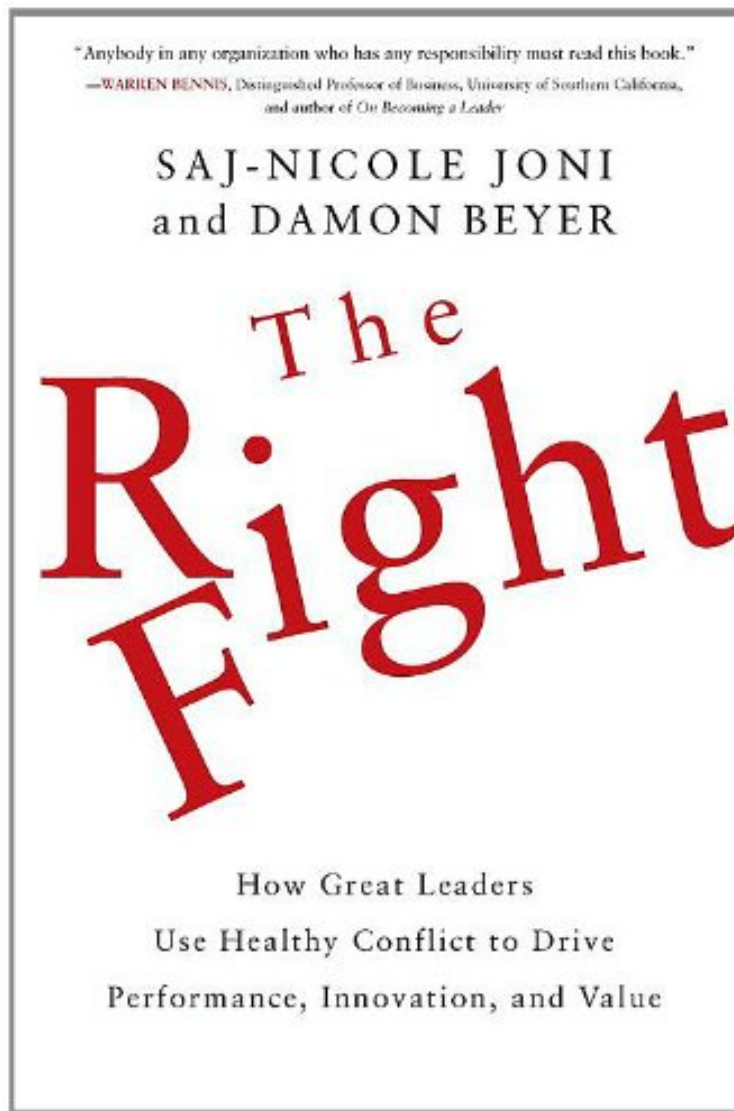


(Get free) The Right Fight: How Great Leaders Use Healthy Conflict to Drive Performance, Innovation, and Value

## The Right Fight: How Great Leaders Use Healthy Conflict to Drive Performance, Innovation, and Value

*Saj-nicole A. Joni, Damon Beyer*  
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**Saj-nicole A. Joni, Damon Beyer : The Right Fight: How Great Leaders Use Healthy Conflict to Drive Performance, Innovation, and Value** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Right Fight: How Great Leaders Use Healthy Conflict to Drive Performance, Innovation, and Value:

3 of 3 people found the following review helpful. Complexity requires we fight the right fights rightBy Loren G.

Carlson CEOs need this book. We don't need more simplistic five point formulas. Chapter 3, "Jack Sparr Takes on a Right Fight", resonated with me because it captured a sense of the complexity we must deal with when no solutions are "right" and we must force our teams to move out of their comfort zones and compete with each other to find a truly new solution and not a compromise. I am reminded of all the wasted energy I saw (and contributed to) at ATT while we were planning and implementing the massive divestiture and reorganization of the Bell System. There were many fights that needed to be fought for the good of all but the energy that went into the wrong fights sapped the strength of the organization and in the end made it impossible to succeed in the new world we helped to create. Saj-nicole Joni and Damon Beyer have done a good job showing us the obvious need to fight the right fights is a very difficult leadership challenge. We need to always be asking ourselves is this a fight worth fighting (and how do I know)? But selecting the right fights isn't enough. You must also fight the right fights right. Fighting the right fights wrong can be more destructive than fighting the wrong fights. One of the most important lessons that Joni and Beyer present from their research is the critical role outsiders can play in suggesting ways to 'change the picture' and look at problems from a new place. And, the critical role that your gut plays in helping you know when you need to change the picture. 3 of 3 people found the following review helpful. A Must-Read for Mission Driven Leaders By J. Fitzpatrick A valuable tool for non-profit, philanthropy and other mission-driven leaders searching for better tools to help decide which battles are worth fighting. Beyer/Joni's practical, real-life examples can be applied to any organization. Most mission-driven leaders tend to avoid conflict. Helpful to me as a leader to learn the perils of avoiding internal tension and how to have productive conflict as part of your culture. 1 of 1 people found the following review helpful. Clear, well-written, insightful By MaryEllen Roy Whether for the business executive, non-profit manager, or lay reader, this book is accessible and a quick read. The authors give a wealth of examples showing how the "right fight" can use tension in creative ways to maximize profits or productivity, while reducing unnecessary stress and gamesmanship. The book helpfully reviews the dangerous pitfalls to be avoided in "wrong fights."

The Right Fight, the new management guide from noted business strategists Saj-nicole Joni and Damon Beyer, turns management thinking on its head and shows why, in the fast-moving, hyper-competitive marketplaces of the 21st century, leaders need to both foster alignment and orchestrate thoughtful controversy in their organizations to get the best out of them. The authors' groundbreaking research—including examples as diverse as Unilever, Microsoft, Coca-Cola, Dell, the Clinton Administration, and the Houston Independent School System—shows that happy workers can become bored or complacent and thus less productive than workers who are subjected to a little properly managed tension. Readers of Good to Great and Winning, as well as the Harvard Business Review and Strategy + Business, will find much to ponder in The Right Fight.

From Publishers Weekly Business strategists and consultants Joni and Beyer argue that carefully created and managed tensions in the workplace can be a propulsive aid in driving performance. The authors state that alignment—agreement on mission, strategy, and company goals—gets a business only so far; strategically steered conflict can create breakthrough performance, deliver lasting innovation, and groom the next generation of leaders. The authors offer six guiding principles: make sure the fight matters; focus on the future; pursue a noble purpose; keep conflict sport, not war; structure formally, but work informally; and turn pain into gain. Elucidating key points are numerous case studies of successful creative tension (Julie Taymor's production team for the Broadway play The Lion King, Doug Conant's management of Campbell Soup) and failures (Larry Summers's overly aggressive leadership style at Harvard University). The authors also provide a series of questions for managers to determine if the fight is worth pursuing. Joni and Beyer make a convincing and counterintuitive argument that instigating dissent, if done selectively, can produce big results. (Feb.) Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. From Booklist Consultants Joni and Beyer contend that large-scale change in an organization requires dissent, and managing dissent is a critical aspect of leadership for the complex twenty-first century. Leaders must work within the debate, and the authors aim to help in deciding what is worth fighting for (the right fight) to ensure that the battle is about what really matters. Then they describe how to conduct the fight with skill and compassion so that participants grow and develop respect for diverse views, and in the end, everyone is whole—winners and losers. The authors cite three benefits of the right fight: to lower risk because vigorous debate is necessary for effective systems of checks and balances, to create value arising from innovation and real change, and to improve leadership skills and strategic thinking. Although the book is an infomercial for their respective consulting activities, Joni and Beyer nevertheless present valuable, thought-provoking ideas and conclude with an assessment tool for determining if an issue is an appropriate candidate for a right fight. --Mary Whaley "The wisdom runs deep and the stories jump off the page. Joni and Beyer show us why alignment is not enough. Fighting the right fights right can be the difference between survival and extinction. This book should be at the top of any leaders reading list."