

GARY YUKL
RICHARD LEPSINGER

FLEXIBLE LEADERSHIP

Creating Value by

BALANCING

Multiple Challenges and Choices

Flexible Leadership Creating Value By Balancing Multiple Challenges And Choices

Richard Lepsinger



Flexible Leadership Creating Value By Balancing Multiple Challenges And Choices:

Flexible Leadership Gary Yukl, Richard Lepsinger, 2004-05-05 If you are a manager or a training and development professional you need concrete suggestions for guiding your organization through rapidly changing conditions and difficult challenges Flexible Leadership offers a comprehensive theory that integrates findings from different disciplines and more than a half century of research and explains how leaders can effectively enhance the bottom line performance of their organizations The authors provide illustrative examples of effective and ineffective leadership including some from their own consulting experiences over the past 30 years in private and public sector organizations The book includes information about Leadership and management behaviors that can be used to enhance organizational performance Improvement programs management systems and structural forms that can be used to enhance organizational performance Integrating direct and indirect forms of leadership Balancing tradeoffs and competing demands related to performance Adapting leadership to changing situations Integrating leadership processes at different levels of an organization Competencies relevant for effective leadership

Flexible Leadership Gary A. Yukl, 2004 [Flexible Leadership](#) Gary Yukl, Richard Lepsinger, 2004-03-29 If you are a manager or a training and development professional you need concrete suggestions for guiding your organization through rapidly changing conditions and difficult challenges Flexible Leadership offers a comprehensive theory that integrates findings from different disciplines and more than a half century of research and explains how leaders can effectively enhance the bottom line performance of their organizations The authors provide illustrative examples of effective and ineffective leadership including some from their own consulting experiences over the past 30 years in private and public sector organizations The book includes information about Leadership and management behaviors that can be used to enhance organizational performance Improvement programs management systems and structural forms that can be used to enhance organizational performance Integrating direct and indirect forms of leadership Balancing tradeoffs and competing demands related to performance Adapting leadership to changing situations Integrating leadership processes at different levels of an organization Competencies relevant for effective leadership

Being There Even When You are Not Robert Hooijberg, J.G. Hunt, John Antonakis, Kimberly B. Boal, Nancy Lane, 2007-06-26 Focuses on how leaders use strategy structures and systems to create the conditions that stimulate others to meaningfully contribute to the overarching goals of the organization This book explores how leaders exercise leadership indirectly through structures processes and systems that stimulate others to contribute to organizational goals [Heroic Leadership](#) Scott T.

Allison, George R. Goethals, 2013-07-04 Heroic Leadership is a celebration of our greatest heroes from legends such as Mahatma Gandhi to the legions of unsung heroes who transform our world quietly behind the scenes The authors argue that all great heroes are also great leaders The term heroic leadership is coined to describe how heroism and leadership are intertwined and how our most cherished heroes are also our most transforming leaders This book offers a new conceptual

framework for understanding heroism and heroic leadership drawing from theories of great leadership and heroic action Ten categories of heroism are described Trending Heroes Transitory Heroes Transparent Heroes Transitional Heroes Tragic Heroes Transposed Heroes Transitional Heroes Traditional Heroes Transforming Heroes and Transcendent Heroes The authors describe the lives of 100 exceptional individuals whose accomplishments place them into one of these ten hero categories These 100 hero profiles offer supporting evidence for a new integration of theories of leadership and theories of heroism

COMMUNICATION IN EDUCATION: A HANDBOOK FOR TEACHERS Ruth K.B. Oji, Communication in education A Handbook for teachers is written to improve communication in the classroom and achieve education goals Several experienced authors who are also educators have written from their wealth of experience on issues such as the classroom communication communication barriers in the classroom speaking skills to enhance communication questioning tools for effective communication the teacher as a mentor leadership skills that optimise teachers performances teacher parent communication skills library skills to enhance reading and studying healing dyslexia using library information intervention services best approach for teaching mathematics communication techniques for teaching mathematics communication techniques for teaching mathematics communication techniques for teaching students with learning difficulties use of humour to teach language skills and non verbal skills that enhance communication

Leadership in the Global Business Environment - Unwrapping the Japanese Approach Robert Karaszewski,2008 Various analyses of factors that have contributed to the success or failure of economic organizations institutions and even of whole social structures usually lead to those persons who are at the top Regardless of the character specific context and organization type the results gained are primarily due to these leaders A able observer while looking at children s way of acting and while studying their behaviour is able to comment shrewdly on their characters views and hierarchy of values as well as on the rules adopted and behaviour reinforced at their homes Likewise from observing employees conduct one can infer a great deal about those persons in the top level of management who are responsible for creating the vision and the organizational culture I have had the opportunity to see the functioning of various companies on five continents and I have always found it fascinating how the personality qualifications possessed and values shared by leaders influence their action and the long term expansion of their companies Also my interests over many years and my research in the area of building quality in a total dimension have led me to focus on the problem of the kind of leadership that forms one of the pillars of TQM This subject appears to be especially interesting also due to its surprisingly holistic character It is pursued by various economists political scientists sociologists psychologists and even by philosophers

Considerations and Characteristics of the Millennial Leader in Today's Global Society Graham, Tymon M.,2023-10-04 As leaders climb the executive ladder there are unique differences between age groups The millennial leader must be groomed for success and faces many obstacles as they progress As prior generations begin to retire the next set of leaders must be in the position to sustain the new roles that they

are ascending to and have the knowledge and competency to do so As these leaders quickly move into senior roles they must be sufficiently prepared Without this advancement and preparation there will be no leaders to sustain our organizations and institutions Considerations and Characteristics of the Millennial Leader in Today s Global Society explores the routes of millennial leaders for ascension through the educational and corporate ranks along with the challenges lessons learned and qualifications needed to be successful It provides narratives and insights on the millennial leader leadership qualities needed of future leaders and delves into other millennial leaders who have ascended as well as how managers supervisors and senior leaders can help in the changes of the organizational life cycle Covering topics such as emotionally intelligent leadership positive social psychology and leadership development this premier reference source is an essential resource for business executives and managers human resource managers entrepreneurs government officials politicians community leaders students and educators of higher education librarians researchers and academicians

Educational Leadership Margaret Preedy,Nigel Bennett,Christine Wise,2011-11-01 Drawing together current thinking and research by leading writers in the field this Reader will help you to understand and critically analyse key strategic aspects of educational leadership including leadership perspectives and values external and internal contexts autonomy and accountability partnership and collaboration leading strategy and change The book explores major challenges for educational leaders in managing the increasingly permeable boundary between educational organisations and their external contexts and reconciling environmental expectations and internal priorities The Reader will encourage you to positively problematize the field and reflect on current debates and issues This book will be an essential resource for providers and students of postgraduate level courses in educational leadership and management as well as those involved in undertaking professional development programmes It will also serve the reflective practitioner as personal reference when occupying or aspiring towards leadership roles in schools colleges and other educational organisations Dr Maggie Preedy Professor Nigel Bennett and Dr Christine Wise have taught researched and published widely in the field of educational leadership and management Maggie Preedy and Christine Wise are Senior Lecturers in the Faculty of Education and Language Studies at The Open University UK Nigel Bennett is Emeritus Professor of Leadership and Management in Education at The Open University

The Emerald Review of Industrial and Organizational Psychology Robert L. Dipboye,2018-09-07 This book provides a comprehensive review of the theory research and applications in Industrial and Organizational I O Psychology Analyzing three primary objectives of I O psychology improving the effectiveness of employees and organizations enhancing employee well being and gaining an understanding of human behavior in organizations

Closing the Execution Gap Richard Lepsinger,2010-06-15 CLOSING THE EXECUTION GAP Once upon a time strategy was king Leaders immersed themselves in the matter of planning how best to achieve their company s goals The subject dominated the attention of senior executives and the writings of consultants and management gurus Experts of various stripes weighed in on how to put strategic planning processes in place and transform

employees at all levels into strategic thinkers Naturally leaders assumed all this strategizing would pay off And yet for too many organizations the promised results never came to pass Quite simply they couldn't execute Now the business world has shifted its focus to the consistent delivery of results If an organization can't execute its plans and initiatives nothing else matters not the most solid well thought out strategy not the most innovative business model not even technological breakthroughs that could transform an industry As it turns out the conventional wisdom about what it takes to implement strategy and deliver results isn't all that wise So what really differentiates the companies that are able to get things done day to day and deliver consistent results The answer is found in the pages of Richard Lepsinger's ground breaking book *Closing the Execution Gap* Based on extensive research and years of practical experience the book outlines five prerequisites for effective execution and five Bridges that differentiate companies that do it best It also describes six Bridge Builders leaders at all levels can use to close the execution gap in their company or team and help people get things done Specifically it addresses What really gets in the way of getting things done for individuals teams and entire companies What leaders can do to enhance their organization's ability to close the execution gap and achieve solid business results What it takes to consistently execute plans and initiatives at a day to day operational level The book features many case studies of companies that have a track record of effective execution Hewlett Packard Costco Procter Gamble and those who have struggled with closing the gap between creating a vision and delivering results Dell American Airlines GM As the business world becomes more competitive and less forgiving execution matters more than ever This is a book for the times we live in and one that for many companies could mean the difference between success and failure

Introduction to Educational Leadership & Organizational Behavior Patti Chance, 2013-10-31 Like the bestselling first edition this introductory textbook succinctly presents concepts and theories of educational leadership and organizational behavior and immediately applies them to problems of practice The second edition includes a new chapter on organizational culture expanded coverage of organizational structure systems and leadership and additional case studies and scenarios representing real problems of practice

The Ashgate Research Companion to Political Leadership Mikhail A. Molchanov, 2016-03-23 Discussing the major theories of political leadership with a focus on contemporary challenges that political leaders face worldwide this research companion provides a comprehensive and up to date resource for an international readership The editors combine empirical and normative approaches to emphasize the centrality of political culture as well as the limits of culture and the universal demands of innovative adaptation The volume examines

The Oxford Handbook of Personnel Psychology Susan Cartwright, Cary L. Cooper, 2008 The field of Personnel Psychology is broadly concerned with the study of individual differences and their consequences for the organization As human resource costs continue for most organizations to be the single largest operating cost 50-80% of annual expenditure achieving optimal performance from individual employees is of paramount importance to the sustained development and financial performance of any organization The Oxford Handbook of

Personnel Psychology brings together contributions from leading international scholars within the field to present state of the art reviews on topical and emergent issues constructs and research in personnel psychology The book is divided into six sections DT Individual Difference and Work Performance DT Personnel Selection DT Methodological Issues DT Training and Development DT Policies and Practices DT Future Challenges While the Handbook is primarily a review of current academic thinking and research in the area the contributors keep a strong focus on the lessons for HR practitioners and what lessons they can take from the cutting edge work presented

The Decision to Trust Robert F. Hurley, 2011-09-13 A proven model to create high performing high trust organizations Globally there has been a decline in trust over the past few decades and only a third of Americans believe they can trust the government big business and large institutions In The Decision to Trust Robert Hurley explains how this new culture of cynicism and distrust creates many problems and why it is almost impossible to manage an organization well if its people do not trust one another High performing world class companies are almost always high trust environments Without this elusive important ingredient companies cannot attract or retain top talent In this book Hurley reveals a new model to measure and repair trust with colleagues managers and employees Outlines a proven Decision to Trust Model DTM of ten factors that establish whether or not one party will trust the other Filled with original examples from Daimler PriceWaterhouse Coopers Goldman Sachs Microsoft QuikTrip General Electric Procter and Gamble AzKoNobel Johnson and Johnson Whole Foods and Zappos Reveals how leaders in Asia Europe and North America have used the DTM to build high trust organizations Covering trust building in teams across functions within organizations and across national cultures The Decision to Trust shows how any organization can improve trust and the bottom line

Virtual Team Success Richard Lepsinger, Darleen DeRosa, 2010-10-19 In today s complex organizations it is not uncommon to have as many as 50 percent of employees working on virtual teams As the virtual revolution continues to spread how can companies ensure that virtual team collaboration is producing the desired results Highly practical and easy to navigate Virtual Team Success leverages the authors robust global research study and hands on experience to provide an immediately usable resource for virtual team members and team leaders This groundbreaking book is a hands on practical toolkit filled with down to earth examples and insights that can enhance the virtual team experience for everyone involved The authors research study is one of the most comprehensive applied studies ever conducted on virtual teams and all of the recommendations outlined are based on these findings as well as the authors years of experience helping virtual teams and virtual team leaders effectively lead and collaborate from a distance To help organizations and leaders enhance virtual team performance the book includes Why Virtual Teams Fail outlines the four pitfalls that frequently derail virtual teams Profile of High Performing Teams addresses the characteristics of the most effective virtual teams and what makes them successful Virtual Team Launch Kit provides practical guidelines and tools for successfully launching virtual teams How to RAMP Up Your Team s Effectiveness introduces a practical research based model of virtual team effectiveness to improve team

performance Profile of Top Performing Virtual Team Leaders identifies the practices of the most successful virtual team leaders Facilitating High Impact Virtual Meetings includes tips and techniques to effectively lead v meetings Virtual Team Success also includes practical resources for virtual team leaders quick reference guides for diagnosing virtual team problems and six lessons for virtual team success Proceedings of the Fourth International Forum on Decision Sciences Xiang Li,Xiaofeng Xu,2017-01-22 These conference proceedings focus on the topics of data driven decision making stochastic decision making fuzzy decision making and their applications in real life problems Beijing University of Chemical Technology organized IFDS2016 the 4th International Forum on Decision Sciences with the theme Data Driven Decision Making The proceedings collect 84 selected papers presenting cutting edge modeling and solution methods and include numerous practical case studies making it a valuable resource for students researchers and practitioners working in the fields of decision science operations research management science and engineering **Results That Last** Quint Studer,2010-12-09 Praise for Results That Last Quint Studer is a superb communicator with a deep belief in the power of relationships His informal tone sense of humor and real world stories bring his business principles to life Results That Last has a vital optimistic quality that will keep readers re reading long after other leadership books have been relegated to a dark corner of the shelf Nido Qubein author of How to Get Anything You Want President High Point University Chairman Great Harvest Bread Company and founder National Speakers Association Foundation Results That Last is long overdue and fills a big gap in effective business management There are legions of books that show us the way to achieve successful results in business but very few that teach us how to institutionalize success In reality achieving success is the easy part The real challenge is to achieve results that last Quint Studer not only proves it is possible to hardwire a culture for lasting results but lays out a simple logical and effective way to do so Anyone who wants to make success a habit needs to read this book Bob MacDonald former CEO Allianz Life of North America and author of Beat the System 11 Secrets to Building an Entrepreneurial Culture in a Bureaucratic World I have always been fascinated by how the various parts of an organization work together to achieve strategic objectives In Results That Last Quint Studer explores the complex subject of performance improvement in a fresh readable and easy to grasp way By standardizing certain business practices and leader behaviors any company in any field can create an environment that allows it to achieve and sustain long term results David F Giannetto coauthor of The Performance Power Grid The Proven Method to Create and Sustain Superior Organizational Performance *The Issues Management Book* Librado E. Gonzalez,2008-06 The history of the Fort Worth Police Department started in April 1873 and many factors brought about its existence at the confluence of the West Fork and Clear Fork of the Trinity River The location along one of the major cattle trails the Chisholm brought about issues both political and financial in nature and had a definite affect on city fathers This and other influences would be major factors in the development of the Fort Worth Police Department as it moved toward the 21st Century Publisher AuthorHouse declares Author Dale L Hinz shares the colorful

history of the Fort Worth Police Department from its inception through the 21st century and beyond in his new book Panther's Rest History of the Fort Worth Police Department 1873-21st Century River Oaks Texas News reports Panther's Rest History of the Fort Worth Police Department 1873-21st Century covers the police department's chronological history through many changes and technological advancements It is a historical testament to the progress of one police department through much more than a century of development Tom Wiederhold Pres of the North Fort Worth Historical Society Fort Worth Police Historical Association says A must have for your research library Ret Sgt Hinz has taken the Ft Worth Police Department from its earliest days right up to the 21st century and told the history in an *Work Motivation* Ruth Kanfer, Gilad Chen, Robert D. Pritchard, 2008-06-24 This edited volume in SIOP's Organizational Frontiers Series presents the current thinking and research on the important area of motivation Work Motivation is a central issue in Industrial organizational psychology human resource management and organizational behavior In this volume the editors and authors show that motivation must be seen as a m

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