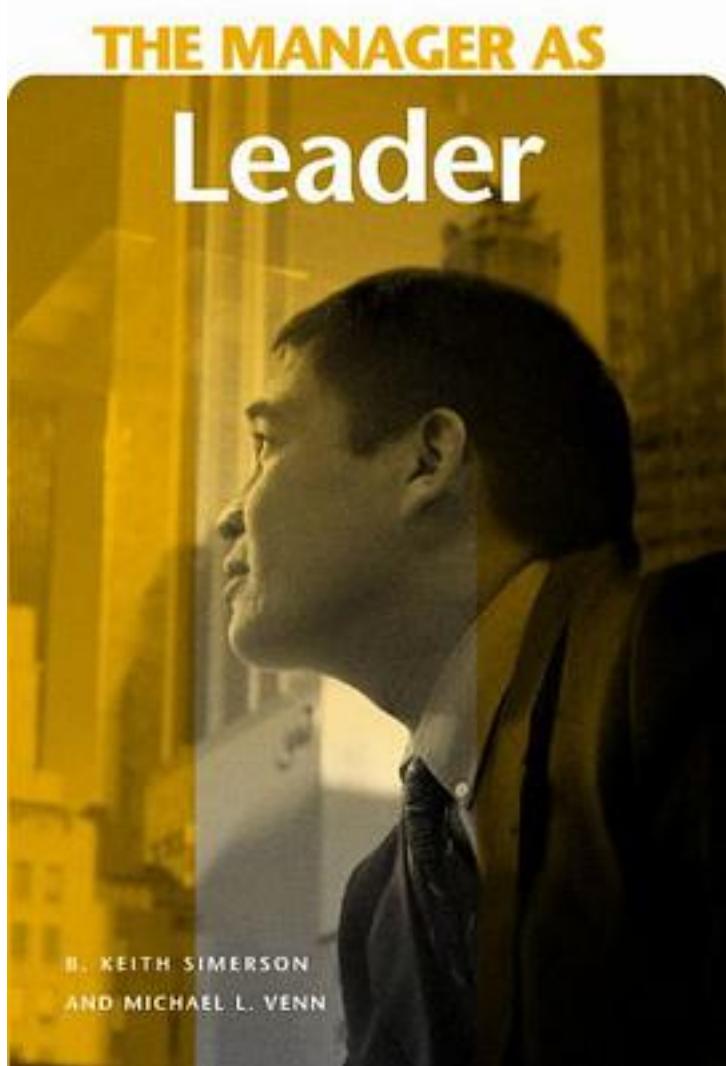


# The Manager as Leader



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出版者:Greenwood Pub Group

出版时间:2006-6

装帧:HRD

isbn:9780275990107

An invisible line between individual contributor and leader was once thought to exist, separating "leaders" from "followers." Two decades of 'downsizings' and 'rightsizings' have forever blurred this distinction and left three fundamental challenges: How can an organisation elicit leadership from everyone? How can those who choose to lead influence others to perform more effectively and efficiently than they ever thought possible? And how can leaders continue to be successful when the environment in which they lead is constantly changing? Addressing these challenges requires a certain awareness and nimbleness on behalf of the person thinking and acting as the "leader," regardless of their formal position. "The Manager as Leader" presents practical strategies, tools, and techniques for developing the leadership mindset and applying it on a daily basis. The book introduces the "Contextual Leadership Model," which identifies nine fundamental leadership roles and six common contexts in which leadership is exercised, and guides readers toward matching their roles and actions to the particular context at hand; it also shows readers how to anticipate changes in context and adjust their roles and actions accordingly. Packed with illustrative examples, diagnostic tools, worksheets, and other interactive elements, and featuring an extensive listing of resources, "The Manager as Leader" is a hands-on guide to the art of leadership, for the executive, manager, supervisor, or aspiring leader anywhere in the organisation.

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