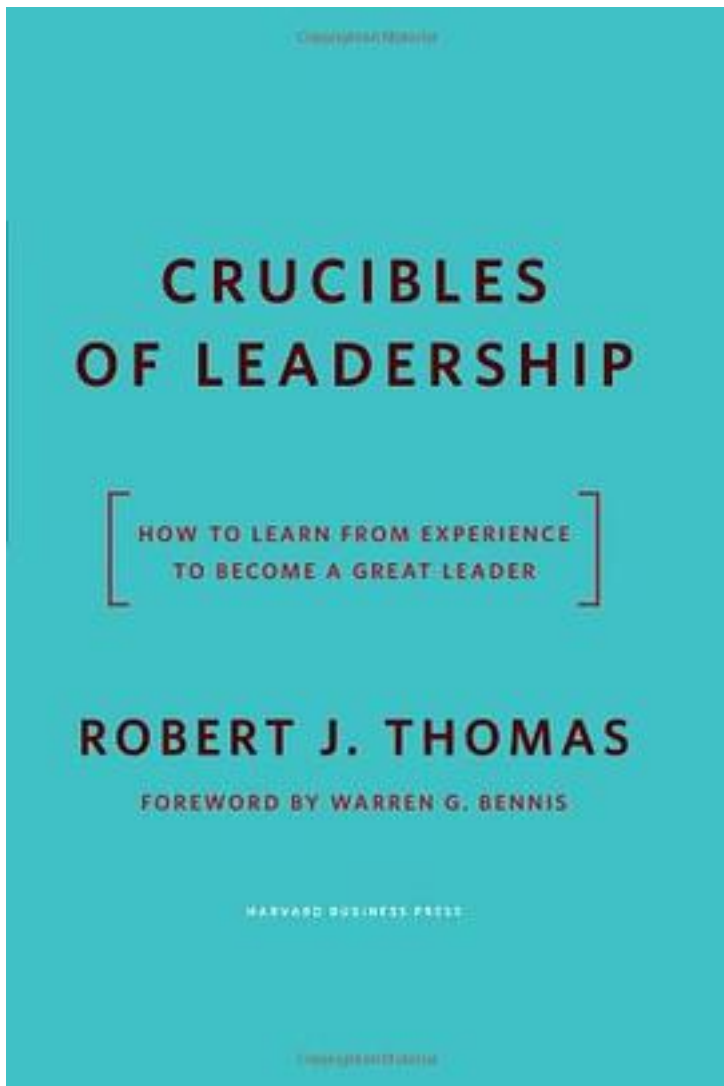


Crucibles of Leadership



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著者:Robert J. Thomas

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Experience may be a leader's best teacher--but there's a hitch. Two people can have identical experiences, but one blossoms while the other is depleted. The same can be said for any pair of fired CEOs, unsuccessful political candidates, or rookie supervisors.

In *Crucibles of Leadership*, Robert J. Thomas concludes that what matters most is what one makes of experience, particularly the traumatic and often unplanned crucible events that challenge one's identity as a leader. What distinguishes leaders who grow through a crucible experience? Their approach to learning. Like accomplished athletes or artists, they practice as strenuously as they perform. And because the line between performance and practice is often hard to discern, they learn how to practice while they perform.

But theirs is no ordinary practice. It's a regimen tailored to individual aspirations, motivations, and learning styles--a Personal Learning Strategy. Building on insightful and moving stories told by accomplished leaders, Thomas offers probing self-assessments and innovative tools designed to help you develop your own Personal Learning Strategy.

Provocative and original, with examples drawn from business and politics as well as from the inner workings of the Mormon Church and the Hell's Angels, Thomas's book will revolutionize the way you think about leadership and learning.

"Robert Thomas's fresh answer to the tired question of whether leaders are born or made takes readers in a new direction: toward understanding the burning challenges and even failures that turn ordinary people into great leaders. This practical book can help men and women from all walks of life rise to their full potential."

-Rosabeth Moss Kanter, Harvard Business School Professor and author of *Confidence and America the Principled*

"Learning from one's own experiences and from those of others is the Archimedes lever for leadership effectiveness. *Crucibles of Leadership* unlocks the secrets of learning how to lead--what a gift!"

-Fred Harburg, Former President and CLO, Motorola University and former SVP of Leadership and Learning, Fidelity Investments

"As someone who has participated in the journey of a company that has grown from \$4 million to \$40 billion, I believe the core premise of this book rings true. The skills derived from facing one's own "crucibles" are powerful tools for growing one's business."

-Brad Anderson, Vice Chairman and CEO, Best Buy Co., Inc.

作者介绍:

罗伯特·托马斯是位于波士顿的埃森哲卓越绩效研究院的执行院长，塔夫斯大学佛莱契尔国际关系学院的领导学客座教授。他从事领导力、组织设计和转型变革等领域的研究、教学和咨询工作。2002年，他与沃伦·本尼斯合著了《极客与怪杰》一书，探索35岁以下和70岁以上的领导者的动机和志向。

罗伯特也在《哈佛商业评论》、《哈佛管理前沿》和《财富》上发表关于领导与变革的文章。他与彼得·奇斯和伊丽莎白·克雷格合著的《人才驱动的组织》是最早阐述全球

化企业的人才管理战略的著作之一。他的第一部重要著作，《机器无法代劳的事情：工业企业中的政治和技术》，获得了1994年社会问题研究学会的米尔斯奖。

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书评

本书中所谈到的很多“修炼成长之道”，绝不仅仅适用于领导者的培养和造就；从某种意义上来说，它讲述了作为一个人，成才、成功，更是成“人”的方法。
——杨斌，清华经管领导力研究中心主任

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