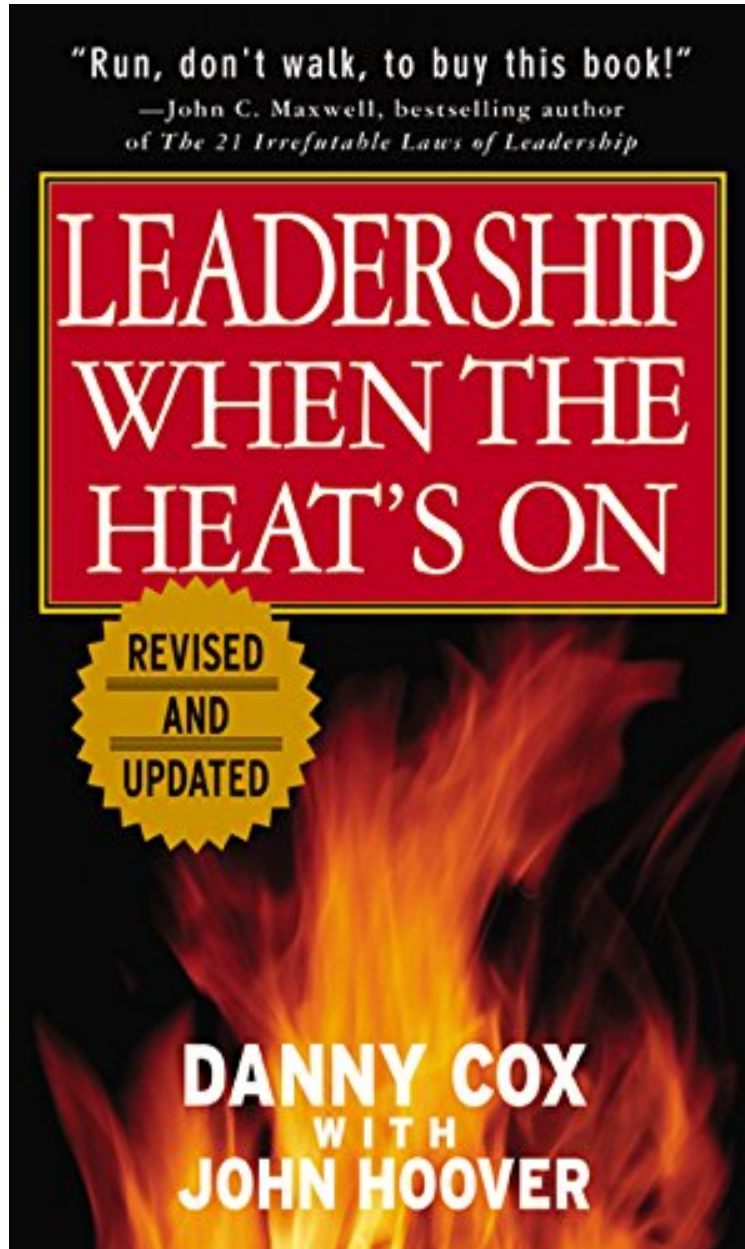


Leadership When the Heat's On

Danny Cox, John Hoover

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Danny Cox, John Hoover : Leadership When the Heat's On before purchasing it in order to gage whether or not it would be worth my time, and all praised Leadership When the Heat's On:

0 of 0 people found the following review helpful. Five StarsBy Candace CampbellThis book is as relevant today as when it was written: A classic on leadership!0 of 1 people found the following review helpful. Revised, Updated, and

Even More Valuable By Robert Morris This is a substantially revised and updated second edition of a book which, since first published in 1992, became and remains a bestseller. (My rough guess is that about 60% of the material this edition is new. Perhaps more.) In my Five Star review of the previous edition, I began by noting that the word "crucible" refers to a container within which tremendous pressure exists and the word is also used to describe experiencing such pressure. While writing this book with Hoover's assistance, I think Cox had this in mind when using the term "heat" in relation to leadership. Throughout history, the greatest religious, military, social, political, and business leaders have flourished under tremendous pressure. According to Cox, "heat" is created at the point at which the manager finds himself or herself under the greatest pressure, emanating both from outside (e.g. others' expectations) and inside (i.e. self-imposed forces). In fact, almost anyone within any organization finds herself or himself feeling such pressure while attempting to produce desirable results. Cox fully understands that there are many different kinds of pressure which generally fall within two categories: positive pressure which increases and improves performance without a loss of dignity, and, negative pressure which undermines performance and frequently results in anger, resentment, discouragement, and even despair. Years ago when meeting with a CEO who took great pride in his "command and control" management style, I read a framed aphorism to which he directed my attention: "Flogging will continue until employee morale improves." Cox did not write this book for such a manager; rather, for those who care deeply about their associates and are struggling to provide effective leadership and management -- or supporting their leaders and managers -- while experiencing tremendous pressure themselves from various sources (e.g. supervisors, associates, customers, and competitors). In this volume, Cox recommends the same seven strategies introduced in the previous edition. They are arranged in a sequence of "Steps" to follow when "the heat's on": Team Building, Goal Setting, Time Planning for Higher Productivity, Keeping Morale High, Creativity, Problem Solving, and finally, Mounting [or Initiating] Change. It would be a disservice both to him and to those who read this review for me to discuss the seven "Steps." Each must be carefully considered (a) within the context in which Cox presents it, and (b) in relation to the others which precede or follow it. Cox correctly views and explains each of them within a cohesive process. They are interdependent. He also offers an abundance of examples and illustrations of real-world situations, dos and don'ts, action steps, mental activities, checklists, etc. For me, one of the most important sections is "Introduction: Andrews Air Force Base, July 21, 2001." For ten years, Cox flew supersonic fighter planes in the United States Air Force (the F-86 Sabre, the F-102 Delta Dagger, and then the F-101 Voodoo) before embarking on his business career. In the "Introduction," he first describes what happened last summer when he accompanied a brigadier general during the flight of an F-16 Fighting Falcon over the Atlantic Ocean. Later, he and wife Tedi celebrated his "supersonic day" by dining in the "Old Town" area of Alexandria, VA. It would be inappropriate to reveal what occurred after they were seated in an historic restaurant. Suffice to say, Cox's juxtaposition of the two situations serves to illustrate several of his most important ideas which he then develops brilliantly in the ten chapters. In fact, I think the "Introduction" all by itself is worth the price of the book. Those who share my high regard for this revised and updated edition are urged to check out Bossidy and Charan's Execution: The Discipline of Getting Things Done, Hammer's The Agenda: What Every Business Must Do to Dominate the Decade, Maister's Practice What You Preach: What Managers Must Do to Create a High-Performance Culture, and Gilbert's Success Bound: Breaking Free of Mediocrity. 1 of 2 people found the following review helpful. Leadership When the Heats on By Rohan Allwood After reading the book Leadership When the Heat Is on, I have found a new admiration of the people who move towards the field of leadership and being a leader. The writer, Danny Cox basically wrote about his experiences in the field of becoming a leader to a group of people in the sales process. The writer mentions problems on how and why these problems came about. The book over all is about common sense in the viewpoint of a person who has experienced it first hand. This book was something that people should read to grasp a better idea of what to expect out of a person who is responsible for others below them in a business setting. The people who are having troubles in getting to know the people that they work with and to get those people to work should read this book.

How to Build and Coach an Extraordinary Team "Danny Cox knows how to build a strong, high-morale team that outperforms market conditions. The techniques shared in this book influenced me and I know they will impact you also. Run, don't walk, to buy this book!" -- John C. Maxwell, bestselling author of The 21 Irrefutable Laws of Leadership "Danny Cox has brought his experience and enthusiasm into every page of this book. Our company is expanding rapidly and this is a great book to read and reread. It's full of "ah-ha's!" Keep your highlighter (and a spare) handy." -- Stew Leonard, Jr., President, Stew Leonard's Dairy Store, one of Fortune's "Best Companies to Work For" "This book is destined to become a leadership classic. Danny Cox gives great insight into the leadership process by using a step-by-step format mixed with his unique sense of humor. It should be required reading for anyone wanting to be more than "just a manager." -- Carl Anderson, Regional Sales Director, Aventis Pasteur "Proven . . . practical . . . down-to-earth. Excellent book." -- Zig Ziglar, Chairman, The Zig Ziglar Corporation

"The timing for this powerful book couldn't be better. Follow Danny Cox's sage advice and you could be your company's big hero." -- Og Mandino, author, The Greatest Salesman in the World. From the Back Cover Leadership

When the Heat's On Effective leaders are at their best when pressure is the highest. Leadership When the Heat's On provides you with hands-on techniques for infusing your company with results-driven leadership at every level, especially during times of mergers, layoffs, and other organizational turmoil. This hands-on rulebook shows you how to inspire employees--and motivate them to breakthrough performance--with guidelines on how to: Move beyond your limitations Develop characteristics of great leaders Cultivate characteristics of an effective organization Build a high-performance team Find the right manager Set goals Encourage creativity Lead through change People aren't born to be high-performing leaders; they just learn to develop the time-proven characteristics of great leadership. Discover those characteristics in Leadership When the Heat's On and start now to transform costly and counterproductive negative energies into positive influences--and unleash a sense of purpose throughout your organization. Danny Cox is one of today's most sought-after speakers and trainers. A proven sales executive, former supersonic test pilot, and author of There are No Limits, Cox is a member of the National Speaker Association's Hall of Fame. John Hoover directs corporate training programs for a wide range of clients. About the Author Danny Cox describes himself as an accelerationist, "one who causes faster movement, higher efficiency, and increased productivity." He is a former supersonic test pilot and leader of a sales company that increased production an amazing 800% in four years. He is one of North America's most sought after speakers and trainers. His most recent book, published by The Career Press, is Seize the Day: Seven Steps to Achieving the Extraordinary in an Ordinary World.