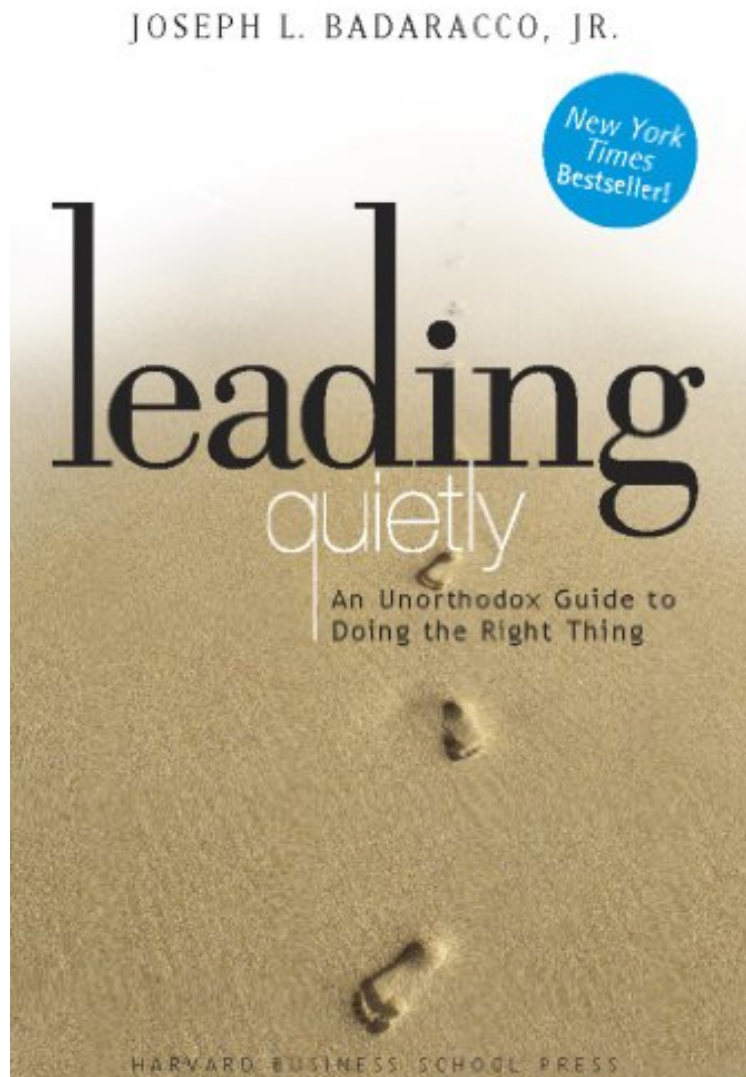


(Pdf free) Leading Quietly: An Unorthodox Guide to Doing the Right Thing

Leading Quietly: An Unorthodox Guide to Doing the Right Thing

Joseph Badaracco

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Joseph Badaracco : Leading Quietly: An Unorthodox Guide to Doing the Right Thing before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leading Quietly: An Unorthodox Guide to Doing the Right Thing:

18 of 18 people found the following review helpful. Case Studies in Leadership at all levels By CameronsBadaracco gives an excellent set of case studies in "leadership" at all levels. Leadership often involves working through an organization in just dealing with everyday challenges. Badaracco uses case studies as a means toward accomplishing something meaningful in an uncertain environment when you don't have full power or full information to just "make things happen". Where this book really shines is illustrating how best to navigate in an environment where there are a

number of stakeholders, a number of varying agendas, and a number of potential outcomes. Most people who work in areas where they need to accomplish things with a lot of ambiguity in the environment could learn from the various examples ranging from a new CEO to an individual contributor. Some key thoughts I found valuable are: * Gather perspectives from a wide variety of people * Writing forces clarity and exactness (simplifying through all the details) * Take rules seriously (integrity/job security) * Take time to think/reflect before plunging in * Rethink, imagine, and recast basic dynamics of a situation for innovative approaches

So much of today's world is very fast paced, yet Badaracco shows that taking time to consider all viewpoints and the overall environment can provide a better solution.

0 of 0 people found the following review helpful. Excellent book
By Kirk Hunt
I appreciated the messages of this book. If you are expecting "7 secrets to always winning" look elsewhere. This book tells the real-world stories of folks who worked long and hard to generate the right outcomes despite the losing positions they started in. I appreciate the insight that few moral dilemmas are of the "sign or die" variety. Also, most leaders are not executives with unchecked dictatorial powers. Most leaders must find a way to obtain the right outcome from an inferior or "middle" position with little direct power. In a large number of cases, a "direct charge" will not only fail, but will likely make the situation worse for everyone, including the leader. Instead this book helps you to understand the tools that will allow you to win without "superior firepower."

I found this book useful for folks who are trying to lead from the middle of an organization. I recommend it highly.

1 of 1 people found the following review helpful. Visibility is Not Leadership
By John M. Ford
Joseph Badaracco reminds us that the best leaders are not highly visible "heroes" who single-handedly set things right with dramatic deeds on center stage. They are restrained, modest and tenacious individuals working quietly in the shadows. If they are ever recognized, like Winston Churchill or Mother Theresa, it is only after many years or decades of quiet striving. We should not only recognize them, but learn to emulate their unassuming style.

Using case studies and clear prose, the author describes the techniques of quiet leadership, advising us to focus on small things that need to be handled every day. Quiet leaders accept that they will be surprised and will need to make decisions without knowing all of the facts. They are able to trust others, but verify information when possible. Quiet leaders are realists, accepting mixed motives in themselves and others. This allows them to find win-win solutions between individuals and organizations with different needs and goals. Quiet leaders don't rush--or allow themselves to be rushed--into hasty decisions. They try to buy time to dig into the political and technical details and find a better solution. They build up political capital with others over time and "withdraw" this capital to help solve problems--or get extra time to solve them. Quiet leaders carefully consider drawing on this resource before taking on a problem. They may walk away from a problem they do not have the resources to address. They may bend the rules a bit to solve a problem, being careful to adhere to the principles they are based upon. A compromise is preferable to a conflict. If conflict seems necessary, quiet leaders move toward it carefully, escalating gradually, continually testing and trying for a low-key resolution.

In the closing chapter, Badaracco describes the case study methods used to gather data on quiet leaders and their egotistic counterparts. It is a good implementation of the "critical incident technique" described in *Applied Measurement Methods in Industrial Psychology*. He also acknowledges that: "Each of the tools presented in this book can be misused. Seeing the world as a complicated and uncertain place can serve as an excuse for not thinking about serious problems. Bending the rules can be an excuse for avoiding plain duties. Buying time and drilling down can evolve into procrastination or cowardice. Some compromises sell out basic principles. Some people invest their political capital so prudently and escalate so gently that they basically do nothing." (p. 169). This book is highly recommended as a guide to working in a large organization's political environment.

Most of us think of leaders as courageous risk takers, orchestrators of major events. In a word: heroes. Although such figures are inspiring, Joseph Badaracco argues that their larger-than-life accomplishments are not what makes the world work. What does, he says, is the sum of millions of small yet consequential decisions that individuals working far from the limelight make every day. Badaracco calls them "quiet leaders"--people who choose responsible, behind-the-scenes action over public heroism to resolve tough leadership challenges. Quiet leaders don't fit the stereotype of the bold and gutsy leader, and they don't want to. What they want is to do the "right thing"--for their organizations, their coworkers, and themselves--but inconspicuously and without casualties. Drawing from extensive research, Badaracco presents eight practical yet counter-intuitive guidelines for situations in which right and wrong seem like moving targets. Compelling stories illustrate how these "nonheroes" succeed by managing their political capital, buying themselves time, bending the rules, and more. From the executive suite to the office cubicle--*Leading Quietly* shows how patient, everyday efforts can add up to a better company and a better world.

From *Publishers Weekly*
When we think of great leaders, it's usually the charismatic, globally influential Churchill, Patton, Jack Welch who spring to mind. But as Harvard Business School professor Badaracco (*Defining Moments: When Managers Must Choose Between Right and Right*) correctly points out, everyday leadership is not so dramatic, and daily leadership decisions are rarely carried out at the top of an organization. Badaracco focuses here is on helping the middle- and senior-level managers who make the ordinary decisions that ultimately determine an organization's success. As he puts it: "What usually matters are careful, thoughtful, small, practical efforts by people working far

from the limelight. In short, quiet leadership is what moves and changes the world." Out of a four-year study of these real-life leaders, Badaracco describes eight strategies for making effective leadership decisions in murky situations where the "right" thing is far from obvious. The strategies range from the commonsensical (truly examine the question at hand; don't ignore corporate politics) to the counterintuitive (don't expect to be wholly altruistic and accept that some of your motives are self-interested; try not to make important decisions as quickly as possible). Badaracco presents each principle with a brief introduction, followed by a case study and summary of the lessons to be learned. The sum is a useful checklist middle-level managers can put to work immediately. Copyright 2001 Cahners Business Information, Inc. *Leading Quietly* is a fresh approach to making our way in the world. -- USA Today, June 24, 2002

From the Back Cover"Most of us thrill to stories of heroic leaders mounting the barricades on behalf of great causes. Enter now the quiet leaders-unsung men and women who actually keep most of the world going from one day to the next. Badaracco tells their stories with enormous insight and understanding, explaining not only how they succeed but why. For those who must learn how to lead from the middle-and that's nearly everyone-reading this book is a terrific place to start." -David Gergen, Director, Center for Public Leadership, John F. Kennedy School of Government, Harvard University "Rather than seeing the road map for career success as a series of bold and courageous decisions, Badaracco makes the case for a new model of leadership based on thoughtful consideration, practicality, and pragmatism." -Paul R. Charron, Chairman and CEO, Liz Claiborne, Inc. "With quiet effectiveness, Badaracco's new brand of leaders take small, careful steps to solve major problems. *Leading Quietly* lays out what may seem obvious, but is in fact rocket science. This book will change the way you view leaders and perhaps yourself." -Anne L. Bryant, Executive Director, National School Boards Association and Chairman of the Board, Simmons College "In this useful and thoughtful book, Badaracco helps us to understand that true leadership isn't grand or heroic. It occurs in small steps by people on the ground who are guided by humility and common sense. Organizations and societies that nurture quiet leaders are bound to be more successful than those that make room only for the strong and loud ones." -Robert B. Reich, author of *The Future of Success*, Hexter Professor of Social and Economic Policy at Brandeis University, and former U.S. Secretary of Labor "The stories of the leaders profiled in *Leading Quietly* demonstrate how even the most seemingly ordinary decisions are not ordinary at all. Rather, they are laced with complex motives and play out on uneven political terrain that must be navigated carefully and thoughtfully for long-term success." -Kathy Levinson, Strategic Philanthropy and Investment, and former President and Chief Operating Officer of E*TRADE Group