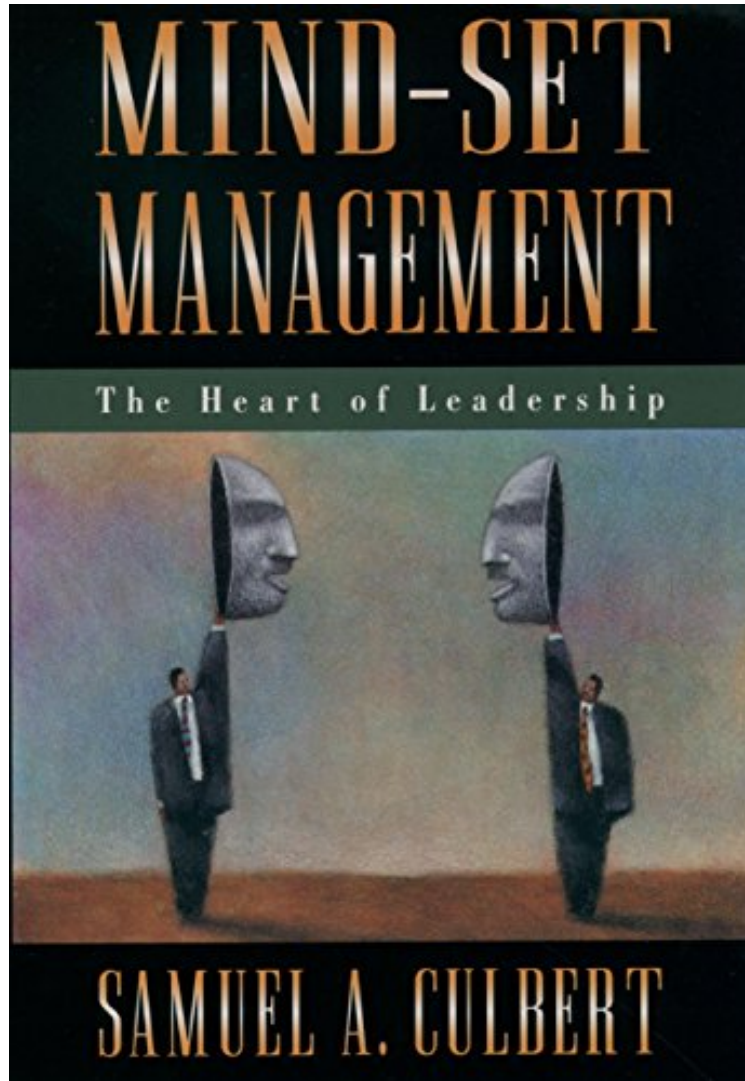


[Download] Mind-Set Management: The Heart of Leadership

Mind-Set Management: The Heart of Leadership

Samuel A. Culbert

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Samuel A. Culbert : Mind-Set Management: The Heart of Leadership before purchasing it in order to gauge whether or not it would be worth my time, and all praised Mind-Set Management: The Heart of Leadership:

2 of 2 people found the following review helpful. Author with an unique insight into the human psyche By Jackson St. CI've you've read any of Culbert's works before you know what to expect and you won't be disappointed. If you haven't then you need to understand what the purpose of reading his books are. Culbert doesn't BS you (in fact that's one of his books), he tells you what he thinks and why he thinks most of what we do when we interact with others is wrong. Now this can be a difficult book to read at times (hence not 5 stars), but the multitude of "aha" moments make it worthwhile. If you want to better understand some of the quirks about others that bother you and maybe figure out how you can talk to them about it without causing a rift, then you should read this book. If you want to understand

why you may do some of the things you do, and how to get more out of yourself and others around you, then this is for you. Too many times we say that our work "self" doesn't need emotions and should be icy, in fact, Culbert will show not only that this doesn't help, but how to get around the obstacles others put forth. You need to dedicate some time, thought, and an open mind to get the most out of this book, in doing so you will get the best out of yourself. It's a great trade.

0 of 0 people found the following review helpful. Deeply insightful, pragmatic, and pathbreaking

By GskFn This book was well worth retrieving from a used book store 14 years after publication. It's a work of organizational psychology that will keep a place on my shelf for the rest of my career. Sam Culbert helps take the sting out of organizational "politics" by showing how pervasive are the biases that human nature gives rise to in working life, and how to make those biases work in everyone's favor. This book is a practical, how-to guide for working better with people inside organizations. It is also a theoretical statement of business psychology well-stocked with case illustrations.

The author, a management consultant and professor at UCLA Anderson School of Management, aims to help individuals at work understand how to unpack one's own biases and other people's, as part of getting things done. Culbert showcases a kind of detective approach, looking to uncover an individual's personal values, strengths, and orientations of thought. He calls all that a person's mind-set. And he shows how one person's mind-set can, in shifting situations, either jostle or align with other peoples' mind-sets and with organizational interests and thrusts. It's a kind of social psychology made for the push-and-pull of business. Sam Culbert tries to teach his readers how to back up and cast a searching eye and a keen ear for appreciating what everyone brings to the table. This book offers tools for spotting opportunities and generating greater compatibility amid people and projects in busy work environments.

0 of 0 people found the following review helpful. Well, I guess it's ok.

By Yayi Zhao The book is good enough, just a little bit worried before i got the book. Thanks any way. Not bad.

You can follow any business guru you want, be it Peter Drucker or Tom Peters. You can adopt any new management concept, from reengineering to "empowering people." But Samuel A. Culbert has one caveat: no matter what managerial "religion" you choose--and there are many sound ones--before you can lead, manage, or team up effectively, you must comprehend the mind-sets that direct the people with whom you are interacting. In *Mind-Set Management*, Culbert provides a model for thinking about other people--about their self-interested motives and about their biased views of work events--as he shows managers at all levels how to use psychology instead of manipulation in giving valid, even great, advice.

The essence of leading and managing, says Culbert, is "staging the conditions for others to be effective," which today entails giving advice and feedback, not issuing directives. This is particularly true with today's "empowering" management styles. But, as most managers know all too well, advice is often resisted, resented, and ignored. The problem, Culbert contends, is that managers don't have the other person in focus: When they formulate advice, they think they are attuned to the other person, but in fact the person they have listened to most is themselves. *Mind-Set Management* will help you focus on the person you want to advise, explaining what you need to learn and to know in order to give advice that is great because it is advice that actually gets used. It will prompt you to ask yourself (and will help you answer) such questions as: Why do people insist on seeing events with their own particular biases and distortions? Why do they resist my best ideas and advice about how they can function most effectively? Why can't I get people to change how they reason and think? Why do people have so much difficulty putting internal politics aside? What's needed for people to trust one another and listen to advice? Why are some people blind to the obvious logic behind the feedback and advice they receive? Culbert has packed the book with vivid case illustrations and stories that people, whether CEOs or project staff, will identify with--weaving the concepts and stories together to present evidence that makes the lessons personally compelling. With these lessons, you will find yourself reading essential, previously unseen dimensions of what is critical in the other person's thinking. You will be better able to see where other people's interests lie and how they view the corporation and the task at hand, and you will be able to give great advice, advice that will be followed because it serves the interests of the person who receives it even as it advances the company's goals.

Today there are many new and progressive ideas about how to manage more effectively, but without the psychological component that Samuel Culbert provides in *Mind-Set Management*, you are simply putting old wine in new bottles--as what seems "new" quickly becomes business as usual. Thus this is an important, groundbreaking work. Indeed, Warren Bennis, in the Foreword, calls it "one of the lasting contributions to our understanding of corporations, the psychology of people who work in them, and perhaps most of all, a contribution to understanding ourselves."