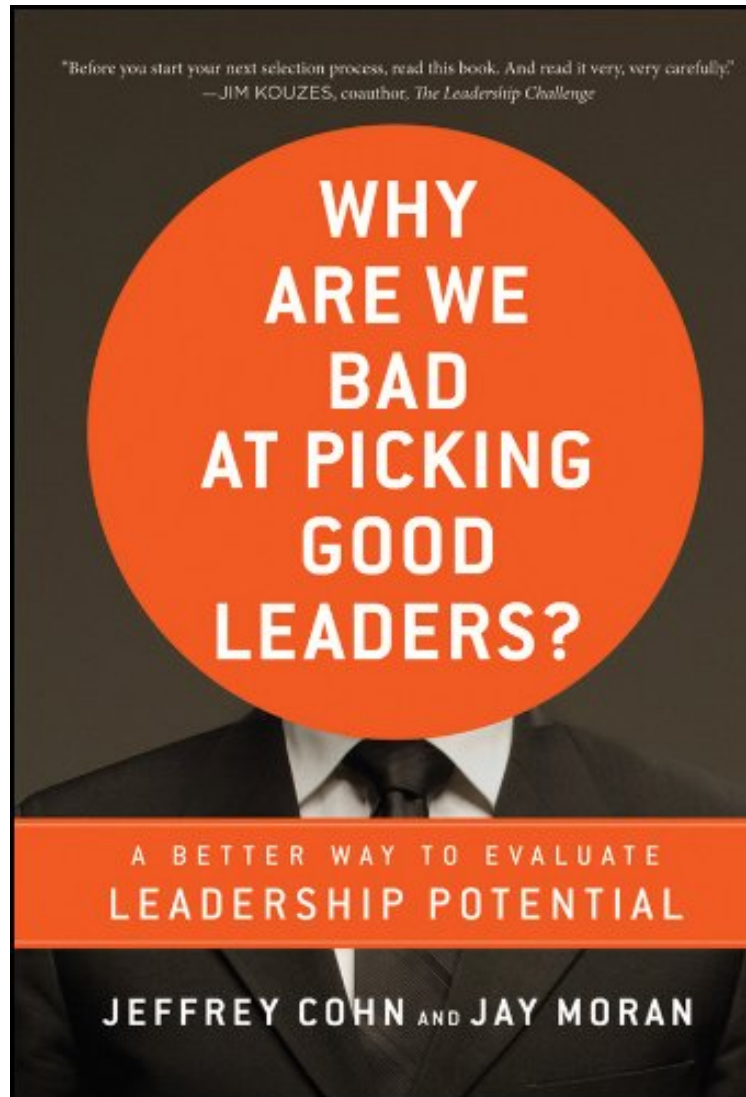


Why Are We Bad at Picking Good Leaders? A Better Way to Evaluate Leadership Potential

Jeffrey Cohn, Jay Moran

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Jeffrey Cohn, Jay Moran : Why Are We Bad at Picking Good Leaders? A Better Way to Evaluate Leadership Potential before purchasing it in order to gage whether or not it would be worth my time, and all praised Why Are We Bad at Picking Good Leaders? A Better Way to Evaluate Leadership Potential:

16 of 17 people found the following review helpful. A well-thought-out leadership assessment approachBy John GibbsMost leaders look good on paper - they are confident, they work hard and they are smart - and yet most of them fail to live up to expectations, according to Jeffrey Cohn and Jay Moran in this book. The book describes how there are seven key leadership attributes - integrity, empathy, emotional intelligence, vision, judgment, courage and

passion - and good leadership selection decisions depend on accurate assessment of these attributes.* Integrity is the fundamental leadership attribute. It includes honesty, consistency and solid ethics. It can be assessed with 360-degree referencing and with questioning involving hypothetical hard-to-recognize ethical dilemmas.* Empathy is important for creating trust in followers. One way to assess a leader's empathy is through a simulation exercise requiring decisions and communication under strenuous conditions.* Emotional Intelligence can be assessed through group 360-degree interviews and through questions designed to probe a leader's awareness of his or her own weaknesses and willingness and ability to learn from mistakes and grow.* Vision is what enables leaders to take people to a new place. It can be assessed through a leader's ability to ask big unusual questions and articulate a theme as a story.* Judgment is what a leader relies on to achieve a vision. Hypothetical case studies which require problem-solving ability provide one way of assessing this attribute.* Courage and grace under pressure are required when a leader faces inevitable conflicts, competing forces and adversity. The attribute can be assessed by probing a leader's commitment to core values, ability to navigate uncertainty, and patience to endure.* Passion provides a competitive fire necessary to overcome obstacles. It can be assessed through questions designed to dig beneath the surface to find out where the leader's drive comes from. There are plenty of books on leadership which describe the character and attributes of a good leader, but there are few which give detailed insight into ways of assessing each of those attributes in a potential leadership candidate. This book provides a convincing description of the well-thought-out leadership assessment approach used by the authors, and anyone involved in leadership selection will find it useful. 2 of 2 people found the following review helpful. One of the Recent BestBy Matthew Morine I have read a lot of books about leadership over the years. Often the books repeat themselves, and are not overly helpful. Sometimes the books are just some motivational stuff, but misses the truth in leadership. This book is one of the best in the field. It is written for a business culture, which sometimes does not translate into a church culture, but this book refines the areas of leadership that are mostly the key to leading for no matter what field you are in. The authors help major businesses discover leaders to promote and hire. Often these hires are essential for the company, because a mistake will cost millions of dollars. It seems that these guys have researched this and have real world practice of the skill. The book does more than just help in hiring or finding elders, it helps you as a leader. It gives the qualities that a true leader will have. Some of the characteristics are integrity, empathy, judgment, courage, and the best part is that the book talks about how to see these in other people and yourself. As I was reading this book, it was a strong gut check because I really examined myself in these areas. Everyone is going to be stronger and weaker in these areas, but we should all be seeking to grow in them. This was one of the better business leadership books I have read in a while. I highly recommend it. 1 of 1 people found the following review helpful. A must read!!! By Jim Kelley This was a required reading for an Org Leadership class and is the most enjoyable and informative book I have had to read for this degree yet. I recommend this book to anyone who is in a leadership role or interacts with someone in a leadership role, which is EVERYONE!!!

Silver Medal Winner, Business and Leadership, 2012 Nautilus Book Awards Almost 70% of Americans believe that we are suffering from a crisis of leadership, but rather than asking, why are leaders failing, we need to ask, "Why aren't we choosing better leaders?" Ever wonder what goes on behind closed board room doors when organizations pick their top leaders? It can be a contentious, secretive, even brutal process. Most of our leaders look good on paper; they have charisma, credentials, and confidence; yet they lack the real qualities that are necessary to succeed. In *Why Are We Bad at Picking Good Leaders?*, Cohn and Moran share the same insights and ideas they use to help organizations make better choices. Revealing seven essential attributes of all great leaders, they offer a fresh and powerful evaluation technique anyone can use to assess leader potential. Through dynamic, first-hand accounts from the business world, entertainment, sports, politics, education, and philanthropy, the authors offer the ultimate insider access and reveal how top organizations find and choose the best talent. Offers multiple ways to evaluate leaders, and how these 7 leadership attributes combine to create the best (and worst) in leaders Features interviews with Mike Krzyzewski, Coach, 2008 US Men's Olympic Basketball team, Jeff Bezos, CEO of Amazon; George Steinbrenner, Scott Davis, CEO of UPS; Peter Loscher, CEO of Siemens; Toby Cosgrove, CEO, Cleveland Clinic; Hollywood movie directors, and many others Includes academic study and field training at institutions such as Harvard, Yale, INSEAD, and IMD for developing future leaders. Fresh and compelling, *Why Are We Bad at Picking Good Leaders?* shows how great leaders can be spotted and why they succeed; and is soon to be the definitive resource guide for about choosing better leaders.

From the Inside Flap Almost 70% of Americans believe that we are suffering from a crisis of leadership, but rather than asking why leaders are failing, we need to ask, "Why aren't we choosing better leaders?" Ever wonder what goes on behind closed boardroom doors when organizations pick their top leaders? It can be a contentious, secretive, even brutal process. Most leaders look good on paper; they have charisma, credentials, and confidence; yet they lack the real qualities that are necessary to succeed. In *Why Are We Bad at Picking Good Leaders?* leadership succession experts Jeffrey Cohn and Jay Moran share the same insights and ideas they use to help organizations make

better choices. Through dynamic, first-hand accounts from the business world, entertainment, sports, politics, education, and philanthropy, Cohn and Moran reveal the seven essential attributes of all great leaders and offer a powerful evaluation technique anyone can use to assess leader potential. Jerry Colangelo explains why he hired Mike "Coach K" Krzyzewski to turn the 2008 U.S. men's Olympic basketball team into the "Redeem Team"; Jeff Bezos, CEO of Amazon, describes how he built a new online industry; Peter Louliscsger, CEO of Siemens, details how he turned around an industrial giant; Toby Cosgrove, CEO of the Cleveland Clinic, discusses his transition from the operating room to the boardroom; John DeLucie, chef and entrepreneur, shows how he found his true passion at thirty; Ruben Fleischer, Hollywood director, explains his judgment on a movie set; Richard Clarke, former U.S. national coordinator for counter-terrorism, reveals how to lead in a crisis situation. Fresh and compelling, *Why Are We Bad at Picking Good Leaders?* reveals how great leaders can be spotted and why they succeed—and is soon to be the definitive resource guide to choosing better leaders.

From the Back Cover
Praise for *Why Are We Bad at Picking Good Leaders?*
"As chairman of a global company that has been in the family for 150 years, I make finding the kind of people who can build on our legacy one of my top priorities. Finding the best leaders is very tough. *Why Are We Bad at Picking Good Leaders?* explains why, and then offers key insight and nuance to help others meet the challenge. Any board member, human resource executive, or hiring manager who wants to solidify the company's leadership ranks should start right here."
—Facundo L. Bacardi, chairman, Bacardi Ltd. "Inspiring, encouraging, and engaging, this book will help anyone who needs to make a truly important leadership decision. Hiring Mike Krzyzewski to lead our 2008 basketball team to the gold medal was the single most important decision I made as chairman of U.S.A. Basketball. I saw in Coach K all seven of the fundamental leadership attributes that Cohn and Moran vividly describe in this book."
—Jerry Colangelo, chairman, U.S.A. Basketball Board of Directors "Brilliant. For the last 25 years I've been helping companies develop their rising stars into world-class leaders, and this is one of the most original and complete explanations I've seen for how to get that process started. Cohn and Moran skillfully showcase an assessment approach that is as entertaining as it is insightful. Busy executives don't want to take a test; they want an assessment process that is engaging, interesting, and most of all accurate."
—Bernie Jaworski, executive vice president, IMD "Cohn and Moran have been assessing and selecting executives for decades, and this book codifies the seven leadership attributes they've found make the difference between failure and success. *Why Are We Bad at Picking Good Leaders?* is empirically sound, packed with clear and compelling stories, and full of immediately applicable advice on how you can improve the way you select leaders in your organization."
—Jim Kouzes, coauthor, *The Leadership Challenge*, and the Dean's Executive Professor of Leadership, Leavey School of Business, Santa Clara University "This is a book that will stand the test of time! Too many people turn the topic of leadership into poorly defined concepts and theory. Cohn and Moran take a different tack by boiling leadership down to seven core attributes and explaining each one in a very direct, commonsense way."
—Joel Kurtzman, author, *Common Purpose*, and senior fellow, the Milken Institute "Before you start your next selection process, read this book. And read it very, very carefully."
—Jim Kouzes, coauthor, *The Leadership Challenge*
About the Author
Jeffrey Cohn is a succession planning and executive assessment expert. Previously, Cohn was with Spencer Stuart, a top executive recruiting firm; a research fellow at the Harvard Business School; and at the Chief Executive Leadership Institute (Yale). Cohn has published widely, including multiple articles for the Harvard Business Review. He lives in New York City. Jay Moran is a succession planning expert, executive coach, and professor of leadership. Moran was formerly at the CEO Leadership Institute at Yale and practiced corporate law with King Spalding. Moran has a JD/MBA from Emory University and MPA from Harvard University. He lives in Barcelona. For more information, please visit www.liag-advisors.com