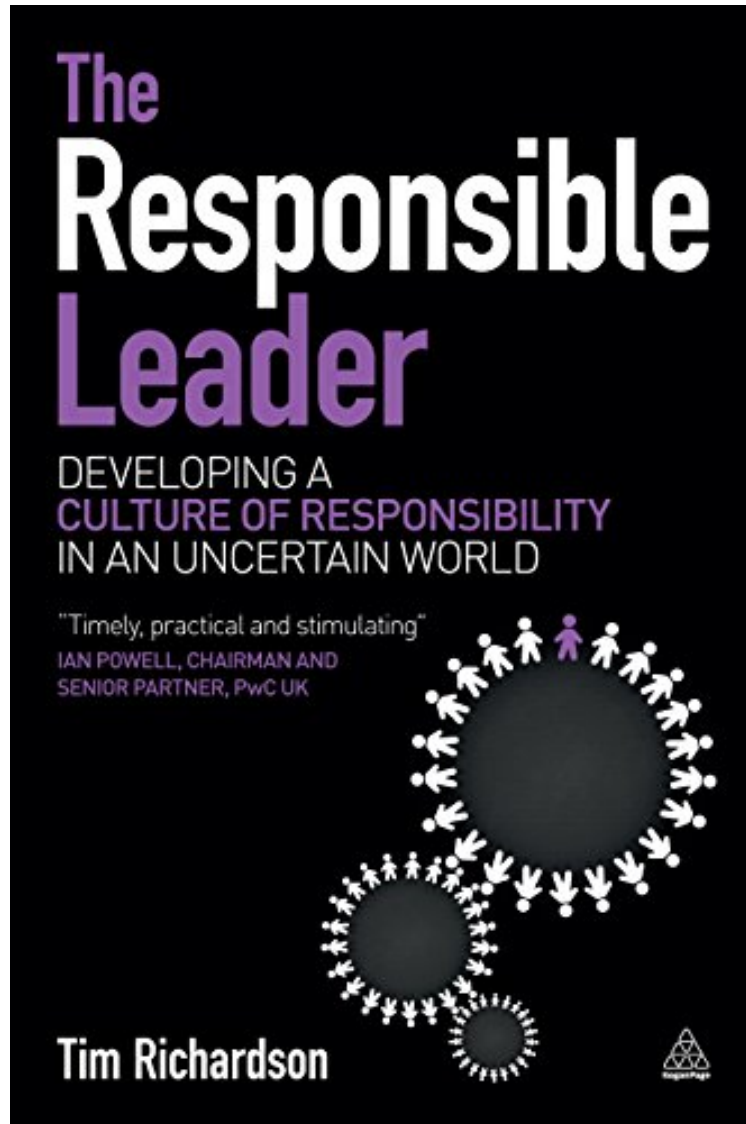


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The Responsible Leader: Developing a Culture of Responsibility in an Uncertain World

Tim Richardson

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Tim Richardson : The Responsible Leader: Developing a Culture of Responsibility in an Uncertain World before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Responsible Leader: Developing a Culture of Responsibility in an Uncertain World:

0 of 0 people found the following review helpful. Good but..By DarrenIngram_dot_com Certainly the key takeaway point of this book from its blurb is hard to disagree with: "Responsible leadership involves making business decisions that not only affect brand trust and corporate reputation, but also impact all stakeholders, including

employees, clients and the environment. Yet this book just didn't fully lead and inspire with confidence. The concept is great, looking at how responsible leadership can function within a company and, should it be lacking where you work, offering a means to implement it within your company's culture. It is a tough call. The book isn't bad — not by a long chalk — but it sits on the border between being good and very good. It felt as if it could be one of many good sources but not perhaps the alpha-male or top dog adviser. Your view may vary and it is certainly a book worth a second glance. Credit must be given to the author for not making this a dry (yet valid) academic text. It serves both masters reasonably well. There is quite a bit of clear thinking throughout which brings a lot of issues and talking points into sharp focus. The author used a great example of how we can be exposed to leadership from an early age — away from our parents — at school: "The headmaster of the grammar school I attended was at the top of the hierarchy; He was charged primarily with the direction and management of a school containing seven hundred boys and the potent mix of testosterone, ambition and mischief. He had authority and was respected, which was made easier because he was a cheerful man who did his best to connect with pupils. He had power through his position in the system; He and his fellow teachers could use their power to inspire, encourage and release. Equally, they could use it to suppress and sow fear. Within the different levels in the school system, leadership was demonstrated in many different ways and informally. Class clowns led through personality. Gifted sports people led through their ability to galvanize and achieve. Subject-matter experts led through their knowledge and, if they were skilled enough, their ability to share that with others. School bullies tried to lead by control and fear. Emergent leadership was recognized as pupils were invited to take on responsibility as prefects and monitors — the historical Greek and Roman influences were strong, and, for one of them, the prize of being head boy. Unfortunately, the bases for these selections were not communicated, which, upon reflection, I think was a missed opportunity. But then it was the mid-1970s and our understanding of leadership effectiveness as a society was embryonic." This resonated so well with this reviewer being a child of the 1970s and the author pertinently notes: "in a school, a remarkably full gambit of leadership manifestations is present, and much of it is to do with human nature and our natural responses and reactions. This will manifest through our natural instinct to follow and conform in order to belong, or our natural instinct to influence and control. It will involve our unavoidable urge to be with people who are like us. Through these reactions and responses we develop patterns of thinking that shape how we lead and follow." The book does continue to keep giving, hopefully inspiring people at whatever level to be better — more responsible — leaders. Nobody said that being a leader was an easy position and it certainly doesn't suit everybody, yet in one way we are all leaders of people so it makes sense to maximise your leadership potential regardless. It could be a good tool to add to your armoury.

0 of 0 people found the following review helpful. Without individual as well as shared accountability, little (if anything) of enduring value can be accomplished.

By Robert Morris

As I began to read Tim Richardson's book, I was again reminded of another book, *True North: Discover Your Authentic Leadership*, in which Bill George observes that authentic leaders are first and foremost authentic human beings. For me, this is his key point and because it seems so obvious, it may also seem simplistic. On the contrary, he has cut through all the rhetoric and urges his reader to examine her or his own core values. For most of us, that is an immensely difficult, perhaps painful experience. It is noteworthy that, in *The Inferno*, Dante reserves the last and worst ring in hell for those who, in a moral crisis, preserve their neutrality. Throughout all manner of organizations, there are women and men who are authentic leaders and should be commended. The reality is, their respective organizations need more of them. Indeed, all of us in our global community need more of them. In his subsequent book, *Authentic Leadership*, George challenges us to join their number, as does Richardson. I agree with him: a definition of leadership is one "that each of us can weigh in our contexts. What it does and will include how we as leaders are more considerate, trustworthy, inspiring, interconnected, selfless, and properly courageous... For ours is the task of influence and counsel, which itself carries great responsibility, perhaps without the overt recognition that comes with being the main man or woman." Responsible leaders are defined at least as much by who they are as human beings as by the impact of what they do, what they achieve, as difference-makers. These are among the dozens of passages of greatest interest and value to me, also listed to suggest the scope of Richardson's coverage:

- o Forming our mental models of leadership (Pages 5-6)
- o Leadership through the ages (7-10)
- o Changes in sources of power: a 21st century revolution (10-20)
- o Internal assuredness and attractiveness (28-33)
- o Adaptability and learning orientation (34-38)
- o Thinking and operating relationally (39-44)
- o Purpose and focus (44-48)
- o The organizational dimension (63-73)
- o The wider global and local connection (73-80)
- o Listening to hear through the noise -- cultivate serenity (84-88)
- o Redefining success (93-102)
- o Enhanced learning cycle (109-123)
- o Creating impactful and lasting development opportunities (124-131)
- o Responsibility from commitment, not compliance: it starts with our view of the world (136-144)
- o Impacting culture intentionally (145-159)
- o Restructuring alone will not yield results (168-171)
- o Measurement alone will not change behavior (173-176)
- o A new way of being -- stepping forward for the greater good (182-190)

The information, insights, and counsel that Richardson provide in these and other passages help the reader to gain an almost 3D perspective on what responsible leadership is...and isn't. There are practical issues to be addressed (how to obtain sufficient resources to achieve the given objectives) but also emotional issues (how to enlist and engage others with a compelling vision) and spiritual issues (how to serve higher purposes) that responsible leaders must address. In

Chapter 4, "Living with paradox as a responsible leader," Richard shares his thoughts about "looking for and seeing beyond while dealing with the immediate." Throughout history, the greatest leaders demonstrate their ability to do so but it is important to keep in mind that great leaders -- viewed as gardeners -- have a "green thumb" for "growing" leaders among those with whom they are associated. They create and sustain what Richardson characterizes as a "culture of responsibility." This is precisely what Lao-tse has in mind in this passage from the Tao Te Ching: "Learn from the people Plan with the people Begin with what they have Build on what they know Of the best leaders When the task is accomplished The people will remark We have done it ourselves." Those who share my high regard for this book are urged to check out Bill George's aforementioned True North, written with Peter Sims, as well as James O'Toole's The Executive's Compass and Norman Pickavance's The Reconnected Leader: An Executive's Guide to Creating Responsible, Purposeful and Valuable Organizations. 1 of 1 people found the following review helpful. It's more about Corporate Social Responsibility which is a boring ideological nonsense and like most books is something that ... By Anthony Had to read this book as part of a class. Thought this would be about leadership. It's more about Corporate Social Responsibility which is a boring ideological nonsense and like most books is something that can be covered in one short essay. Save your money and read something else.

Responsibility as a leader is the ability to respond quickly to a complex and changing business environment. It means using values to make decisions that not only affect brand trust and corporate reputation, but impact upon employees and the wider community. In today's increasingly interconnected world, it is more important than ever that managers can achieve goals and desired results while still maintaining a degree of authenticity, ethics and stewardship. The Responsible Leader identifies what it means to be an authentic leader, taking in intra-organizational relationships, role modelling and ethical practice. Addressing the practical challenge of implementing a framework of corporate social responsibility in an organization that may embrace thousands of people, The Responsible Leader sets out what this strategy looks like in practice and advises on creating a new and hopeful narrative for the future. Drawing on in-depth case studies from HSBC, PwC, Oasis and Marks and Spencers that chart the journey to responsible and sustainable management in challenging environments, it presents a fresh vision for leadership success that goes beyond simple compliance.

"Timely, practical and stimulating." -- Ian Powell "Chairman and Senior Partner, PwC UK" "[A] well-written overview of how we got where we are in our leadership understanding and the forces that are shaping our leadership context today." -- Michael McKinney "Leadership Now" "At this time of rapid change every institution and organization, including the church, is reviewing its understanding of leadership. Tim Richardson has assembled some very helpful models of a style of leadership which unites professional competence with the human characteristics which make all the difference between deadening and fruitful leadership." -- Richard Chartres "Bishop of London" "About the Author Tim Richardson is a thought leader and expert in socially responsible leadership. He is the former Head of Leadership Development and Talent Management at PricewaterhouseCoopers, where he created the firm's Emerging Leaders Programme and developed a global talent management strategy. Currently a Director at Waverley Learning Ltd and Director of It's Original Ltd, his portfolio boasts an array of corporate clients including HSBC, BBC, BOC, Zurich, Centrica, Lloyds TSB, Barclays and Unilever amongst others. A regular speaker at conferences around the world on the subject of talent and leadership, he is also Chair of Lambourne End, an outdoor centre for disadvantaged young people in Essex, UK.