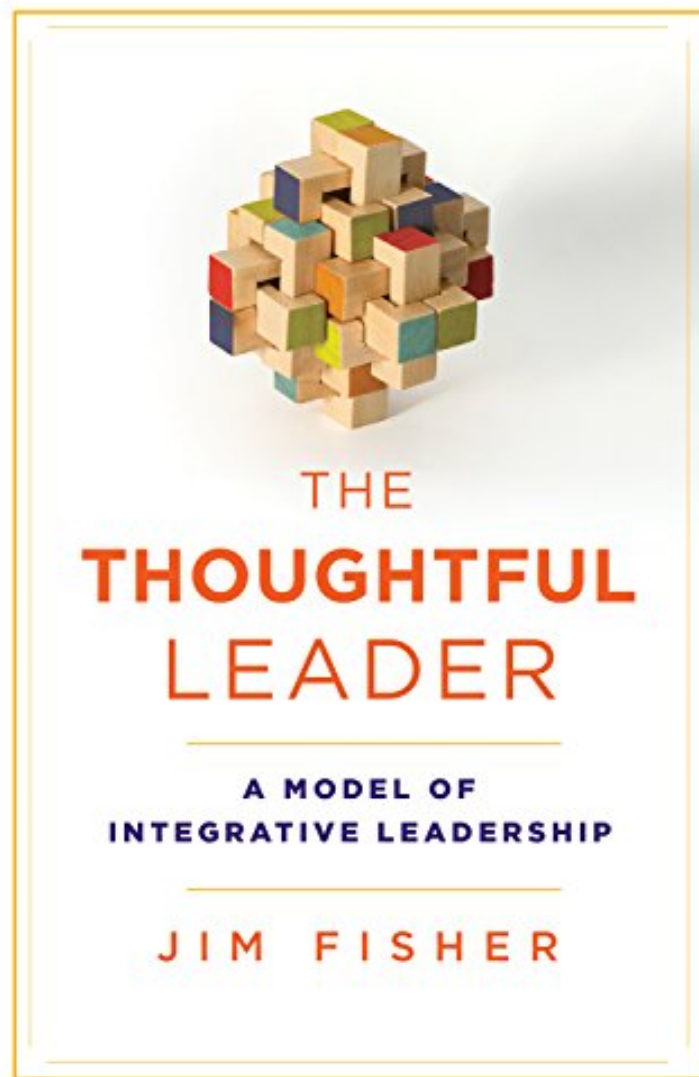


The Thoughtful Leader: A Model of Integrative Leadership (Rotman-UTP Publishing)

Jim Fisher

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Jim Fisher : The Thoughtful Leader: A Model of Integrative Leadership (Rotman-UTP Publishing) before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Thoughtful Leader: A Model of Integrative Leadership (Rotman-UTP Publishing):

0 of 0 people found the following review helpful. Five Stars By Fahad A J excellent book 2 of 2 people found the following review helpful. How and why integrative thinking is the foundation of great leadership By Robert Morris Obviously, leaders have a great deal to think about before making decisions with varying degree of importance.

Smart decisions are based on rigorous consideration of information that is relevant and sufficient. Leaders must also have access to diverse perspectives, opinions, and recommendations. As I indicated, they gave a great deal to think about. Jim Fisher explains that this book "will help you to be a better leader by being more thoughtful about what leadership is, how you are expressing it in your daily life, and how you exercise it when needed." I agree that leadership involves teachable skills and one of the most valuable is being able to think both fast and slow. The simplified idea is that we deal with through either the thinking fast part of our brain, which enables us to respond to people and situations as they arise, or the thinking slow part of our brain, which more carefully considers how we might respond to people and situations to arrive at an optimal outcome. The thinking fast skill gets us through the day but is prone to influence and error. Using the thinking slow part of our brain is more likely to avoid errors but takes more effort and is tiring. The subtitle of Fishers' book refers to "integrative leadership" and Roger Martin has much to say about that in *The Opposable Mind* (2007). As I began to read that brilliant book, I was reminded of what Doris Kearns reveals about Abraham Lincoln in *Team of Rivals*. Specifically, that following his election as President in 1860, Lincoln assembled a cabinet whose members included several of his strongest political opponents: Edwin M. Stanton as Secretary of War (who had called Lincoln a "long armed Ape"), William H. Seward as Secretary of State (who was preparing his acceptance speech when Lincoln was nominated), Salmon P. Chase as Secretary of the Treasury (who considered Lincoln in all respects his inferior), and Edward Bates as Attorney General who viewed Lincoln as a well-meaning but incompetent administrator but later described him as "very near being a perfect man." Lincoln possessed what Martin views as "the predisposition and the capacity to hold two [or more] diametrically opposed ideas" in his head and then "without panicking or simply settling for one alternative or the other," was able to "produce a synthesis that is superior to either opposing idea." Throughout his presidency, Lincoln frequently demonstrated integrative thinking, a "discipline of consideration and synthesis [that] is the hallmark of exceptional businesses [as well as of democratic governments] and those who lead them." The great leaders whom Martin discusses developed a capacity to consider what Thomas C. Chamberlain characterizes as "multiple working hypotheses" when required to make especially complicated decisions. Like Lincoln, they did not merely tolerate contradictory points of view, they encouraged them. Only in this way could they and their associates "face constructively the tension of opposing ideas and, instead of choosing one at the expense of the other, generate a creative resolution of the tension [whatever its causes may be] in the form of a new idea that contains elements of the opposing ideas but is superior to each." Jim Fisher provides an abundance of information, insights, and counsel to help prepare almost anyone to become a thoughtful or become a more thoughtful leader, especially today when the business world seems more volatile, more uncertain, more complex, and more ambiguous than at any prior time that I can remember. He makes brilliant use of the story format to anchor his key ideas in real-world situations with which his reader can readily identify. I share his concluding thoughts: "Anyone and everyone who picks up this book has an idea that will make some part of some organization a little or a lot better. I hope I have given you the courage to try and the skill to succeed. You will make the world a better place for all of us, and that will make it all worthwhile." 0 of 0 people found the following review helpful. A different leadership By IlanaWD It offers a completely new and insightful perspective on leadership. It means that a real leader has to do more than to order and command, but to have a vision and an approach that goes beyond the strict business and organisational aims. An interesting book recommended to anyone interested to study the current state of affairs of the leadership studies and organisational challenges. Disclaimer: Book offered by the publisher in exchange for an honest review

Leadership is a quality that is difficult to define. Some believe that it is innate, the gift of a selected few. Others believe that it is a skill that can be learned but don't agree on what, exactly, should be taught. In *The Thoughtful Leader*, Jim Fisher provides an invigorating, inclusive and positive framework for teaching current and aspiring leaders in all walks of life. The author has incorporated various apparently opposing leadership ideas into an integrated model. In order to successfully meet the challenges of a fast changing world, leaders can no longer choose between managing, directing or engaging. The thoughtful leader is someone who simultaneously, consistently and coherently manages, directs and engages their followers. The framework provides a way for anyone who is motivated to lead, has the courage to act and is willing to think about their actions to become more effective. Thoughtful leaders can maintain integrity in their actions and activities regardless of the situations that they encounter day-to-day. The model developed in this book applies to many settings, including corporate and public service environments. *The Thoughtful Leader* offers a fresh and forward thinking framework that allows active and emerging leaders to be better prepared to live as a leader day to day.

Fishers' style is easy to read and has a flair for making complex concepts accessible to the reader. The book is versatile and appropriate for audiences in a number of contexts, from those leading organizations or departments to students of leadership in higher education settings. (Sarah Elaine Eaton *Journal of Educational Thought* - vol 50:01:2017) Knowledge upon which positive action can be taken is rarely provided and hence precious. By this standard, *The Thoughtful Leader* by Jim Fisher is a gold mine of value for the practice of

leadership. Simply put, it is the most actionable book on leadership I have yet read. Anybody who wants to become a better leader would be wise to read it.” (Roger Martin, Institute Director of the Martin Prosperity Institute at the Rotman School of Management, University of Toronto)“Jim has masterfully demystified ‘Leadership’; for those who think not everyone is meant to be a leader. He seamlessly takes the reader through the journey of managing, directing, and engaging to build confidence in anyone aspiring to be a leader. A must read for anyone in a leadership role or aspiring to move up the ladder.” (Deepak Chopra, President Chief Executive Officer, Canada Post Corporation)“Jim Fishers’ mix of theory, stories, personal journeys, and real cases offers a wealth of information that showcases his broad and deep command of the many facets of leadership. By impressively pulling together leadership theories and concepts into a coherent framework, Jim successfully convinces us leadership can be learned.” (Rose Patten, Special Advisor to the President and CEO, BMO Financial Group, and Adjunct Professor and Executive in Residence at the Rotman School of Management)About the AuthorJim Fisher is a Professor Emeritus of the University of Toronto. He was formerly the Vice-Dean and Marcel Desautels Chair in Entrepreneurship at the Joseph L. Rotman School of Management. He joined the Rotman School after a successful career.