

[Ebook pdf] Everyone a Leader: A Grassroots Model for the New Workplace

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Horst Bergmann, Kathleen Hurson

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EVERYONE A LEADER

A GRASSROOTS MODEL FOR THE NEW WORKPLACE

Horst Bergmann, Kathleen Hurson, and Darlene Russ-Eft



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FOREWORD BY MARK H. WILLES
CHAIRMAN, PRESIDENT AND CEO, TIMES MIRROR

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Horst Bergmann, Kathleen Hurson : Everyone a Leader: A Grassroots Model for the New Workplace before purchasing it in order to gauge whether or not it would be worth my time, and all praised Everyone a Leader: A Grassroots Model for the New Workplace:

0 of 0 people found the following review helpful. Book Review on LeadershipBy Cotton CandyGreat book on the value of leadership in every member of the organization. Covers important aspects of leadership behavior and how it is central to the customer. Provides good tools for self-evaluation.1 of 1 people found the following review helpful. Needed, Relevant, HelpfulBy David M. Dyelf we wait on our identified positional leaders (CEOs, Presidents, etc) to

do what needs to be done, we will be waiting a very long time. For decades now, people have been suggesting that we need leaders at every level of every organization — whether it's a company or our country, positional leaders cannot do everything that needs doing. If the alley behind your house needs to be cleaned up, certainly no one in your nation's capital will get it done. Maybe an identified city leader can help; but without a doubt, you and a few motivated neighbors could take care of the problem. Many have written of the need for this type of leadership, but relatively few have offered practical guidance on developing the skills needed to lead effectively when your positional leaders are remote and disconnected. The author's of *Everyone a Leader* calls this concept grassroots leadership. *Everyone a Leader: A Grassroots Model for the New Workplace* by Horst Bergmann, Kathleen Hurson, and Darlene Russ-Eft is an excellent resource for emerging grassroots leaders. If it's *To Be, It's Up To Me* - I love the first chapter title: "Because If You Don't, No One Will." It sets the tone for the rest of the book. Simply put — large complex organizations (companies, cities, or countries) cannot thrive without individuals taking responsibility and exerting positive influence at every level. The authors do a good job illustrating these realities with real-world vignettes that most readers will readily understand. The frustration encountered when you see something that isn't your responsibility on paper, but you seem to be the only one who sees it, and consequently the only one to work with others to solve it. This is the work of leadership. It begs the question, however: How much do you want things to improve? This is not a book for those who would rather let things slide, put their head down, and let someone else deal with it. If you want to learn how to make a difference where you are, with what you have, then this is an excellent resource. The authors provide practical advice and real-world suggestions on how to create a compelling future, make decisions that have buy-in and will be executed, build credibility and trust, as well as other foundational leadership skills. These aren't just random ideas. All of the specific recommendations are based in strong research about what will help you be effective working where you are with what you have. Of particular note is the chapter on "The Emotional Labor of Grassroots Leadership." I'm not sure I've read a more realistic assessment of the emotional challenges (and opportunities) facing leaders. It's easy to say "keep your calm" or "use strong emotions to help the situation," but it's another thing entirely to address these concepts through real world examples and provide the reader tools to accomplish these objectives. This is a great chapter. The final aspect that sets *Everyone a Leader* apart from most other leadership resources is its extensive set of tools. Nearly half the book is an inventory of various tools you can use to meet leadership challenges you encounter on a daily basis. Need to work on handling emotions under pressure? You'll find tools to help on page 199. Want to bring out the best in others? See the tools for coaching starting on page 160. Or perhaps you need help raising difficult issues with your team. Learn how on page 182. You get the idea. If I can summarize *Everyone a Leader* briefly it would be: They get it. It's real. There are tools to help. I strongly recommend *Everyone a Leader* for anyone not in an executive-level leadership position AND for executive-position leaders who want to help develop effective leaders at every level of their organization. Happy Reading! David Dye, Author of *The Seven Things Your Team Needs to Hear You Say* 9 of 9 people found the following review helpful. A good mix of research and practical improvement steps By rotorboss@efortress.com *Everyone a Leader* explores the value of grassroots leadership. The authors contend that today's workplace presents the opportunity—and the need—for every employee to demonstrate leadership. Their premise: Organizations today cannot survive if leadership is limited to the CEOs, executives and managers. This book offers compelling proof that, equipped with proper tools and support, everyone has the potential to be a leader and make a difference. *Everyone a Leader* is based on a recent study in which 2,000 managers and non-managers from 450 organizations were asked to recall stories and anecdotes about small, often-overlooked turning points in an organization's daily life. These "critical incidents" illustrate the limitless opportunities for any person in an organization to demonstrate good leadership—or poor leadership. Sixty-eight percent of the incidents described the actions of a manager or supervisor; the rest described non-managers and non-supervisors. The incidents were examined and found to encompass 17 common attributes of leadership. These competencies then were related to five key strategies the authors call the CLIMB model of leader effectiveness: Create a compelling future. Let the customer drive the organization. Involve every mind. Manage work horizontally. Build personal credibility. More than a research report A surprisingly large number of the critical incidents described poor leadership. These seemed to indicate that many formal leaders either don't have the needed skills, or aren't aware of the opportunities to "seize the moment." On the other hand, many incidents of "good leadership behavior" came from what the authors call Grassroots Leaders—people in the frontline or in support positions who emerge during critical moments to act as leaders. *Everyone a Leader* goes beyond merely reporting the research findings. The book is chock-full of practical how-to's and personal strategies for achieving each of the CLIMB components. Powerful examples from the research underscore each point. Half the critical incidents were related to the Involve Every Mind strategy described in Chapter Four. And half of these incidents were negative—leaders who minimized individual and team effort, withheld information or missed opportunities to share it, and either sidestepped decisions that could have solved problems or arrived at decisions in a way that made things worse. Most disturbingly, the negative behaviors made a strong and even indelible impression on the respondents but were quickly forgotten by the people who performed them. These leaders were unconsciously poisoning the organization they were supposed to maintain and improve. Vivid examples

of poor leadership described behaviors ranging from thoughtless to rude and even vulgar. The authors show how easily these situations could be turned around using basic people skills: listen, share information, coach, praise, have patience and be persistent. Stressing the importance of gaining active commitment of the entire workforce, this chapter provides in-depth advice on how to win that all-important commitment from peers, subordinates and supervisors. Even more detail is provided in a "tools" section at the end of the book. The "tools" are step-by-step learning modules that walk the reader through self-improvement activities in the areas addressed in each chapter. The explore the "emotional labor" required every time someone must make an effort to call up a smile or positive response, or resist the temptation to step in and tell somebody what to do. The authors provide practical insights into how this works, as well as guidelines for maximizing areas of greatest strength and preparing to assume greater leadership responsibilities. **Grassroots Leadership: tying it all together** Everyone a Leader explores what it means to be a leader in today's organizations-where more and more decisions are getting "pushed down;" where executives, managers, and supervisors are doing more "coaching" and less "directing;" and where employees at every level are taking on broader responsibilities. This book provides theoretical discussion of new directions for leadership; however its most significant contribution rests in the practical how-to tools and leadership "stories" or "critical incidents" that tie the theory to practice.

Imagine if every employee does what it takes to help his or her organization reach its goals, a place where everyone is a leader. If chaos and confusion come to mind, think again! Spreading leadership and decision-making responsibilities liberates, inspires, and motivates everyone to achieve more and contribute the maximum-making a positive impact on both productivity and business results. Step in, CLIMB(TM) up. Based on a landmark study that involved 2,000 people across 450 organizations, Everyone A Leader explores the critical moments when employees at all levels step forward into leadership roles. The findings are summarized in five key strategies the authors call the CLIMB model of leadership effectiveness: * Create a compelling future. * Let the customer drive the organization. * Involve every mind. * Manage work horizontally. * Build personal credibility. Each chapter in this breakthrough book brings the CLIMB strategies to life with powerful first person stories and anecdotes that effectively highlight the small, often-overlooked turning points in an organization's daily life. Turning points made possible by grassroots leaders. The CLIMB model's step-by-step tools for grassroots leaders build competencies such as presenting thoughts and ideas, listening proactively, giving recognition, managing priorities, turning conflict into collaboration, identifying and meeting unspoken customer needs, and many, many more. No other book offers such compelling proof that-equipped with proper tools and support-everyone has the potential to be a leader and to make a difference. To remain agile and responsive in today's dynamic global marketplace, successful organizations recognize the critical need for greater flexibility, knowledge, and adaptability across the entire organization. To do so means everyone must learn to be a leader. "Everyone A Leader explodes the myth that only people with official titles, big salaries, and high profiles mobilize others to get extraordinary things done. It makes the compelling case-backed by research and inviting anecdotes-that leaders emerge from all levels in all types of organizations. . . . You will learn how to make more of a difference once you've read and applied Everyone A Leader. This stellar book is not only a significant contribution to the field, it's also a rallying cry for all of us to leave a more lasting legacy." -Jim Kouzes, coauthor, The Leadership Challenge and Chairman, Tom Peters Group/Learning Systems. "This work skillfully distills hundreds of observed experiences into a five-part strategic model, highlighting those behaviors most likely to produce successful leadership results. Both emerging and experienced leaders . . . can learn from Everyone A Leader. It offers a pragmatic roadmap for success!" -Major General Garry L. Parks, U.S. Marine Corps. "Everyone A Leader is cause for rejoicing. The authors understand the key reality shaping today's organizations: leaders can emerge from anywhere. Their book is an invaluable tool . . . full of wise observations and practical advice." -Sally Helgesen, author, The Web of Inclusion. "Everyone A Leader is a wonderfully actionable guide for creating a broad, take charge, leadership culture." -Ron Zemke, author, the Knock Your Socks Off Service series. "If you want co-workers who are productive, satisfied, and willing to shoulder the responsibility of making your organization stronger, this timely and inspiring nuts-and-bolts account of democratic leadership is for you." -Meena Surie Wilson, PhD, Global Initiatives Group, Center for Creative Leadership. "Finally, a leadership book for today's flat, dynamic, team-based organizations . . . This is the model." - Todd W. Arnold, Vice

From the Inside Flap Imagine if every employee does what it takes to help his or her organization reach its goals, a place where everyone is a leader. If chaos and confusion come to mind, think again! Spreading leadership and decision-making responsibilities liberates, inspires, and motivates everyone to achieve more and contribute the maximum-making a positive impact on both productivity and business results. Step in, CLIMB(TM) up. Based on a landmark study that involved 2,000 people across 450 organizations, Everyone A Leader explores the critical moments when employees at all levels step forward into leadership roles. The findings are summarized in five key strategies the authors call the CLIMB model of leadership effectiveness: * Create a compelling future * Let the customer drive the organization * Involve every mind * Manage work horizontally * Build personal credibility Each chapter in this

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From the Back Cover Imagine if every employee does what it takes to help his or her organization reach its goals, a place where everyone is a leader. If chaos and confusion come to mind, think again! Spreading leadership and decision-making responsibilities liberates, inspires, and motivates everyone to achieve more and contribute the maximum-making a positive impact on both productivity and business results. Step in, CLIMB(TM) up. Based on a landmark study that involved 2,000 people across 450 organizations, Everyone A Leader explores the critical moments when employees at all levels step forward into leadership roles. The findings are summarized in five key strategies the authors call the CLIMB model of leadership effectiveness: * Create a compelling future. * Let the customer drive the organization. * Involve every mind. * Manage work horizontally. * Build personal credibility. 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About the Author HORST BERGMANN is Executive Vice President of Times Mirror and President and CEO of AchieveGlobal, Inc., the world's leading resource for obtaining results through performance skills training and consulting. AchieveGlobal, a division of the Times Mirror Company, works with more than 3,000 organizations worldwide, including most of the Fortune 500. KATHLEEN HURSON is Vice President of Research and Development at AchieveGlobal. Darlene Russ-Eft is Director of Research Services at AchieveGlobal.