

Leading With Questions How Leaders Find The Right Solutions By Knowing What To Ask Michael J Marquardt

Where is leadership when we need it? What can today's corporate, non-profit, military, and public-service leaders learn from daring decisions that changed history? In *Time to Lead*, Jan-Benedict Steenkamp presents a fresh examination of history-making leaders by holding a magnifying glass up to a life-changing dilemma each of them faced. What we learn is how powerful the personalities of leaders and their decision-making processes can be in determining the course of human events—and the fates of millions of people. Steenkamp explains how these great men and women arrived at the solutions to the problems they confronted by virtue of their character traits and whether they were foxes or hedgehogs—as in the ancient parable—or, as he further categorizes, eagles or ostriches. Sixteen carefully curated case studies hold powerful lessons that today's leaders can apply in their own professional lives. Readers will recognize Roosevelt, Washington, Mandela, Thatcher, Alexander the Great, and MLK, but other lesser-known leaders, such as Themistocles, Clovis, Peter, Fisher, and Nightingale provide equally valuable insights into how individuals make decisions based upon one of seven leadership styles (adaptive, persuasive, directive, disruptive, authentic, servant, and charismatic) and four personality classifications (hedgehog, fox, eagle, or ostrich). Steenkamp's assessment tools provide seasoned and aspiring leaders alike with the means to not only determine their own individual styles, but how to step up when they inevitably come face-to-face with their own moments of truth. Chapter takeaways, leadership principles, and open-ended, reflective questions will confer encouragement, enrichment, and empowerment on readers when they realize they can utilize the same tactics as these leaders in their own lives. *Time to Lead* is about great men and women, their actions in leadership that have withstood the test of time, what we can learn from them—and the lessons that are relevant for us here and now.

Communication is essential in a healthy organization. But all too often when we interact with people—especially those who report to us—we simply tell them what we think they need to know. This shuts them down. To generate bold new ideas, to avoid disastrous mistakes, to develop agility and flexibility, we need to practice Humble Inquiry. Ed Schein defines Humble Inquiry as “the fine art of drawing someone out, of asking questions to which you do not know the answer, of building a relationship based on curiosity and interest in the other person.” In this seminal work, Schein contrasts Humble Inquiry with other kinds of inquiry, shows the benefits Humble Inquiry provides in many different settings, and offers advice on overcoming the cultural, organizational, and psychological barriers that keep us from practicing it.

Presenting the essentials of awakened leadership through 50 contemplative branches, this text is a revolutionary yet sensible leadership manual that takes the reader from self-reflection to interaction, touching on internal and external factors that influence business decision-making. This book is designed to expand awareness within those who lead at present or those who aspire to lead. One can only lead others responsibly having understood how to lead the self, becoming an “awakened leader.” Awakened leaders stay true to their values but are very much aware that life and business are continuous processes of growth and change—an awareness more critical than ever in today's VUCA world. Awakened leaders recognize that these constant changes are calls to regular reflection, enabling greater empathy, understanding, and ultimately, improved decision-making. Postgraduate students and practicing leaders in the workplace will value this book, which tells them in a straightforward way how to undertake no-nonsense action with a compassionate and visionary foundation.

Modern culture's worship of “how-to” pragmatism has turned us into instruments of efficiency and commerce—but we're doing more and more about things that mean less and less. We constantly ask “how?” and still struggle to find purpose and act on what matters. Instead of acting on what we know to be of importance, we wait for bosses to change, we seek the latest fad, we invest in one more degree. Asking how keeps us safe—instead of being led by our hearts into uncharted territory, we keep our heads down and stick to the rules. But we are gaining the world and losing our souls. Peter Block puts the “how-to” craze in perspective and presents a guide to the difficult and life-granting journey of bringing what we know is of personal value into an indifferent or even hostile corporate and cultural landscape. He raises our awareness of the trade-offs we've made in the name of practicality and expediency, and offers hope for a way of life in which we're motivated not by what “works,” but by the things that truly matter in life—idealism, intimacy, depth and engagement.

With foreword by Douglas Reeves As a school leader, your influence and impact on students, staff, and families is beyond measure. Designed as a guide and reflective tool, *Leading With Intention* will help focus your invaluable everyday work. The authors provide in-depth advice and actionable steps for creating a highly effective school culture that supports collaborative leadership and teaching, evidence-based decision making, and the belief that students are the top priority. Effective school leadership practices for building leadership capacity and furthering your professional development: Explore eight interrelated areas of school leadership that will assist you in becoming a more synergistic leader. Explore four concepts essential to your work in leading schools: collaboration, a shared leadership model, evidence-based decision-making, and a focus on learning. Learn how to enhance student achievement in your school or district with the Professional Learning Communities at Work(tm) (PLC) process. Acquire 40+ specific instructional leadership actions you can put into practice immediately. Access educational leadership reflection questions and downloadable reproducibles designed to support your instructional leadership development. Contents: Introduction: Using Your Great Power as a Leader Chapter 1: Achieving Focus and Staying Intentional Chapter 2: Establishing and Maintaining Organization Chapter 3: Building Shared Leadership Chapter 4: Using Evidence for Decision Making and Action Chapter 5: Prioritizing the Student Chapter 6: Leading Instruction Chapter 7: Fostering Communication Chapter 8: Developing Community and Relationships Afterword: Creating the Future References and Resources

We are not positive because life is easy. We are positive because life can be hard. As a leader, you will face numerous obstacles, negativity, and tests. There will be times when it seems as if everything in the world is conspiring against you and your vision seems more like a fantasy than a reality. That's why positive leadership is essential! Positive leadership is not about fake positivity. It is the real stuff that makes great leaders great. The research is clear. Being a positive leader is not just a nice way to lead. It's the way to lead if you want to build a great culture, unite your organization in the face of adversity, develop a connected and committed team and achieve excellence and superior results. Since writing the mega best seller *The Energy Bus*, Jon Gordon has worked and consulted with leaders who have transformed their companies, organizations and schools, won national championships and are currently changing the world. He has also interviewed some of the greatest leaders of our time and researched many positive leaders throughout history and discovered their paths to success. In this pioneering book Jon Gordon shares what he has learned and provides a comprehensive framework on positive leadership filled with proven principles, compelling stories, practical ideas and practices that will help anyone become a positive leader. There is a power associated with positive leadership and you can start benefiting yourself and your team with it today.

A #1 New York Times bestselling author and leadership expert answers questions from his readers about what it takes to be in charge and make a difference. John Maxwell, America's #1 leadership authority, has mastered the art of asking questions, using them to learn and grow, connect with people, challenge himself, improve his team, and develop better ideas. Questions have literally changed Maxwell's life. In *GOOD LEADERS ASK GREAT QUESTIONS*, he shows how they can change yours, teaching why questions are so important, what questions you should ask yourself as a leader, and what questions you should be asking your team. Maxwell also opened the floodgates and invited people from around the world to ask him any leadership question. He answers seventy of them--the best of the best--including . . . What are the top skills required to lead people through difficult times? How do I get started in leadership? How do I motivate an unmotivated person? How can I succeed working under poor leadership? When is the right time for a successful leader to move on to a new position?

How do you move people into your inner circle? No matter whether you are a seasoned leader at the top of your game or a newcomer wanting to take the first steps into leadership, this book will change the way you look at questions and improve your leadership life. The Third Edition of the field-defining book Originated by Reg Revans in the 1940s, the Action Learning Model was refined and then reintroduced by lead author Michael Marquardt to organizations globally as a powerful tool for improving organizational performance. Today, Marquardt is widely considered to be the modern "father" of the Action Learning approach. For this new edition, Marquardt has teamed up with three Action Learning experts from Asia and the UK who bring a broader global approach to what has become THE seminal book in the field. Each chapter has been updated for alignment with today's practice and implementation of Action Learning in organizations, including fresh information on virtual Action Learning, guidance on implementing Action Learning and becoming a Certified Action Learning Coach, and many new case studies.

John T. Chain, Jr., rose from a second lieutenant to four-star general and led our national missile defense program. Mike Harper led ConAgra Foods from \$636 million to \$20 billion in 20 years and increased its stocks value 150 times over. Ask Gary Cohen what these remarkable leaders have in common and his answer will be straightforward: They use questions to generate fresh ideas, inspire committed action, and build an army of forward-thinking leaders. In *Just Ask Leadership*, Cohen steers you away from the all-too-common idea that if you don't assert yourself with strong statements, you will not be respected. On the contrary, statistics prove that 95 percent of employees prefer to be asked questions rather than be told what to do. Involving employees and colleagues in decision making processes builds an environment rich with energy, excitement, and innovative problem solving. *Just Ask Leadership* outlines not only specific questions to ask in certain contexts, but also how to implement question-based leadership as a whole. Learn how to Spend more time on long-term goals—and less on short-term crises Build a culture of accountability Create unity and trust throughout your workforce Steer decision making to the most appropriate parties Develop rapport while instilling respect When you ask questions, you show respect—and you are respected in turn. It is that simple. A combination of Cohen's proven expertise and interviews with nearly 100 highly effective leaders, *Just Ask Leadership* explains how to harness the power of questions to make your organization more competitive, more profitable, and a better place to work. What is revealed when you authentically connect with the people around you? In *Ask Powerful Questions*, Will Wise explains how the questions we traditionally ask are virtually meaningless when it comes to establishing connection. Introducing a set of practical tools for accessing and understanding others by changing the way we ask questions, Will shows how to transform "How are you?-I'm fine, thanks" into a conversation that changes not only how you lead, but who you are as a person. It took years of research, university teaching, and hundreds of client projects for Will to formulate his concept behind the art of asking powerful questions. In his book, Will breaks it down into six simple steps for all of us to be able to understand. The Asking Powerful Questions Pyramid(TM) shows you how to build: Intention Rapport Openness Listening Empathy Business professionals, personal coaches, teachers and anyone in a position of leadership will relate to the personal successes and failures Will shares as he unpacks the art of asking questions that elicit unconventional answers. Powerful questions can be used everywhere: from the board room to the city park, the dinner table to the grocery store. If you want to connect with employees at a team building retreat, hone your leadership skills as a new boss, improve the company culture where you work...this book is for you. If you want to navigate difficult conversations with your spouse or a friend, or practice presence-based listening with your kids...this book is for you. If you want to become a better educator and facilitate an ice breaker conversation with colleagues...this book is for you. *Ask Powerful Questions* invites the reader on a journey that explores: the clarity of intent, connecting through rapport, creating openness, reflective listening, and empathy. How can we explore the space between ourselves and others, and exchange meaningful perspectives? Just ask-powerfully.

Q: What's the one skill that every great leader needs to have? A: The ability to ask and answer the right questions.

Too many companies are managed not by leaders, but by mere role players and faceless bureaucrats. What does it take to be a real leader—one who is confident in who she is and what she stands for, and who truly inspires people to achieve extraordinary results? Rob Goffee and Gareth Jones argue that leaders don't become great by aspiring to a list of universal character traits. Rather, effective leaders are authentic: they deploy individual strengths to engage followers' hearts, minds, and souls. They are skillful at consistently being themselves, even as they alter their behaviors to respond effectively in changing contexts. In this lively and practical book, Goffee and Jones draw from extensive research to reveal how to hone and deploy one's unique leadership assets while managing the inherent tensions at the heart of successful leadership: showing emotion and withholding it, getting close to followers while keeping distance, and maintaining individuality while "conforming enough." Underscoring the social nature of leadership, the book also explores how leaders can remain attuned to the needs and expectations of followers. *Why Should Anyone Be Led By You?* will forever change how we view, develop, and practice the art of leadership, wherever we live and work. *Rewriting Leadership with Narrative Intelligence* draws on a range of disciplines and scholarly traditions to build a compelling case for a new perspective on leadership, seeing it as a deeply embodied, intuitive skill of curating shared narratives in influence relationships.

What enables some talented people to rise to the top and live their full ambitions at work and in life, while others stop short? In 2007, Joanna Barsh led a team at McKinsey & Company to answer that very question. In the process, they uncovered what distinguishes leaders who are successful from those who achieve true greatness, developing an approach called Centered Leadership. They drew on research from across the academic fields of leadership, organization behavior, neuroscience, evolutionary psychology and positive psychology. In addition, Barsh interviewed over 160 leaders from many fields – including business, government and the arts – and from many countries. With quantitative research, the team learned that these leaders have mastered practices to find their balance in the midst of chaos and lead from their most resourceful selves, unleashing the potential of others. In 2009, Johanne Lavoie joined to lead development of programs that help executives build these capabilities. Their research and development work continues as more and more leaders experience Centered Leadership. In the business bestseller, *How Remarkable Women Lead*, Barsh described Centered Leadership's five capabilities and the research that underpins it. Here, with colleague Johanne Lavoie, Barsh provides a practical, actionable field guide for implementation. In *Centered Leadership*, Barsh and Lavoie will guide you through the Centered Leadership program. You'll find the interactive tools, exercises, and practices that have helped the men and women participants in Centered Leadership programs gain the skills, courage and confidence to lead. And, along the way, you'll read inspiring stories of remarkable men and women leaders who demonstrate the power of these skills in action. Those early in their careers will learn how to use these skills to explore their passions and accelerate their professional development. Those forming families will be able to use them to reconcile manage work

and life to get the most out of both. And those who have already achieved success will be able use these practices to reach their next leadership horizon. No matter what stage you are currently at in your career, or what level of leadership you aspire to, this book will equip you with the tools to unlock your own Centered Leader and achieve more positive impact at work and outside it. Questioning Leadership offers a diverse mix of cutting-edge research in the field of educational leadership, with contributions from expert and emerging leadership scholars. It contextualises school leadership within broader social and historical contexts and traces its influence on school performance through time, from its relatively modest role within a systems theory paradigm to its growing influence from the 1980s onwards, as exercising leadership came to be perceived as being largely responsible for improving educational outcomes. This book invites the reader to challenge the current orthodoxy of leader-centrism and instead reflect more broadly on the various structural and institutional interrelationships that determine how a school functions successfully. It poses challenging questions, such as: Is leadership really necessary for high-quality school performance? Can schools function effectively without leadership? Is it possible to describe the work that principals do without using the word 'leadership'? How do we challenge the assumption that leadership simply exists and that it is seen as the appropriate default explanation for school performance? This book does not assume that leadership is the key to organisational performance, although it acknowledges the work that principals do. It goes against current orthodoxy and offers varied perspectives on how leadership might be repositioned vis-à-vis organisational and institutional structures. It also suggests some new directions for leading and learning and throws open a discussion on leadership that for too long has been captured by the assumption that the leader is the cause of organisational performance and learning outcomes in schools. At a time when leadership's dominance seems unshakeable, this is a bold book that should appeal to postgraduate students of educational leadership and management, those undertaking training in educational administration and current school leaders interested in exploring the value of leadership for educational organisations.

Market_Desc: · Managers and Leaders· Consultants and Coaches· Principals and Teachers· Government Officials About The Book: Based upon interviews with scores of leaders who lead with questions, this book presents the power of asking the questions that lead to real solutions and answers in today's complicated world of business. Leading with Questions provides a comprehensive foundation for effectively employing questions when leading others. It offers a variety of principles and strategies for asking questions and stories illustrating how leaders from every type of organization have used questions to attain organizational success and personal fulfillment. When, how, why, and where to lead with questions are described and exemplified. Use this helpful book to learn about the leadership tools to fuel success, grow your team, and become the visionary you were meant to be. True leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every effective leader achieves. To become more than "the boss" people follow only because they are required to, you have to master the ability to invest in people and inspire them. To grow further in your role, you must achieve results and build a team that produces. You need to help people to develop their skills to become leaders in their own right. And if you have the skill and dedication, you can reach the pinnacle of leadership—where experience will allow you to extend your influence beyond your immediate reach and time for the benefit of others. The 5 Levels of Leadership are: 1. Position—People follow because they have to. 2. Permission—People follow because they want to. 3. Production—People follow because of what you have done for the organization. 4. People Development—People follow because of what you have done for them personally. 5. Pinnacle—People follow because of who you are and what you represent. Through humor, in-depth insight, and examples, internationally recognized leadership expert John C. Maxwell describes each of these stages of leadership. He shows you how to master each level and rise up to the next to become a more influential, respected, and successful leader.

We know why diversity is important, but how do we drive real change at work? Diversity and inclusion expert Jennifer Brown provides a step-by-step guide for the personal and emotional journey we must undertake to create an inclusive workplace where everyone can thrive. Human potential is unleashed when we feel like we belong. That's why inclusive workplaces experience higher engagement, performance, and profits. But the reality is that many people still feel unable to bring their true selves to work. In a world where the talent pool is becoming increasingly diverse, it's more important than ever for leaders to truly understand how to support inclusion. Drawing on years of work with many leading organizations, Jennifer Brown shows what leaders at any level can do to spark real change. She guides readers through the Inclusive Leader Continuum, a set of four developmental stages: unaware, aware, active, and advocate. Brown describes the hallmarks of each stage, the behaviors and mind-sets that inform it, and what readers can do to keep progressing. Whether you're a powerful CEO or a new employee without direct reports, there are actions you can take that can drastically change the day-to-day reality for your colleagues and the trajectory of your organization. Anyone can—and should—be an inclusive leader. Brown lays out simple steps to help you understand your role, boost your self-awareness, take action, and become a better version of yourself in the process. This book will meet you where you are and provide a road map to create a workplace of greater mutual understanding where everyone's talents can shine.

Given the many purposeful organizational missions, complex problems, and critical decisions that are part of today's workplace, skilled questioning techniques need to permeate every level of the organization. But how can we become better questioners? When we look at the work of great leaders, when we examine the incredible achievements of some average teams, when we experience the gifts of a great mentor, we observe that what makes them successful is NOT by what they tell us, but by the questions they ask. Leaders, project managers, supervisors, executive coaches, innovators, and consultants succeed because they ask the questions that revise old patterns of thought, foster innovation, and resolve persistent conflicts. Asking is Better Than Telling provides a unique look into why questions work the way that do, describes a questioning sequence that enhances the power of the question, and provides over 100 questions with their corresponding purpose that will enhance the reader's questioning prowess. It is a must-read and highly applicable book designed for anyone tasked with leading people to adopt change, foster innovation, and make collaborative decisions.

Many leaders are unaware of the amazing power of questions. Our conversations may be full of requests and demands, but all too often we are not asking for honest and informative answers, and we don't know how to listen effectively to responses. When leaders start encouraging questions from their teams, however, they begin to see amazing results. Knowing the right questions to ask—and the right way to listen—will give any leader the skills to perform well in any situation, effectively communicate a vision to the team, and achieve lasting success across the organization. Thoroughly revised and updated, Leading with Questions will help you encourage participation and teamwork, foster outside-the-box thinking, empower others, build relationships with customers, solve problems, and more. Michael Marquardt reveals how to determine which questions will lead to solutions to even the most challenging issues. He outlines specific techniques of active listening and follow-up, and helps you understand how questions can improve the way you work with individuals, teams, and organizations. This new edition of Leading with Questions draws on interviews with thirty leaders, including eight whose stories are new to this edition. These interviews tell stories from a range of countries, including Singapore, Guyana, Korea, and Switzerland, and feature case studies from prominent firms such as DuPont, Alcoa, Novartis, and Cargill. A new chapter on problem-solving will help you apply questions to your toughest situations as a leader, and a new "Questions for Reflection" section at the end of each chapter will help you bring Marquardt's message into all of your work as a leader. Now more than ever, Leading with Questions is the definitive guide for becoming a stronger leader by identifying—and asking—the right questions.

From the bestselling author of *A More Beautiful Question*, hundreds of big and small questions that harness the magic of inquiry to tackle challenges we all face--at work, in our relationships, and beyond. When confronted with almost any demanding situation, the act of questioning can help guide us to smart decisions. By asking questions, we can analyze, learn, and move forward in the face of uncertainty. But "questionologist" Warren Berger says that the questions must be the right ones; the ones that cut to the heart of complexity or enable us to see an old problem in a fresh way. In *The Book of Beautiful Questions*, Berger shares illuminating stories and compelling research on the power of inquiry. Drawn from the insights and expertise of psychologists, innovators, effective leaders, and some of the world's foremost creative thinkers, he presents the essential questions readers need to make the best choices when it truly counts, with a particular focus in four key areas: decision-making, creativity, leadership, and relationships. The powerful questions in this book can help you: - Identify opportunities in your career or industry - Generate fresh ideas in business or in your own creative pursuits - Check your biases so you can make better judgments and decisions - Do a better job of communicating and connecting with the people around you Thoughtful, provocative, and actionable, these beautiful questions can be applied immediately to bring about change in your work or your everyday life.

Expert Help for the Special Challenges of Managing Other Leaders Whether you were born a leader or have had leadership thrust upon you, you're in for a whole new set of challenges when managing other leaders. Think of the qualities that have brought you to a leadership role: your vision, confidence, and charisma, or perhaps your experience, unique skills, expertise, or network of powerful allies. Now remind yourself that other leaders share some or all of these qualities with you. The leaders you are called upon to lead may be other executives, highly educated experts, investors, board members, government officials, doctors, lawyers, or other professionals. The potential contributions of these elites to any organization are vital, but the likelihood of friction is also high if you don't manage relationships carefully. In any case, they are people with significant resources -- and strong opinions. How do you leverage the assets of the talented and powerful while making sure that egos remain unbruised? *Leading Leaders* breaks the challenge down into the Seven Daily Tasks of Leadership, and shows you how to carry out each task when you have to manage other leaders. The seven tasks and the special challenges they entail in leading leaders are: 1. Direction How do you negotiate a vision for the organization that other leaders will buy into? 2. Integration How do you make stars a team? 3. Mediation How do you resolve conflicts over turf and power among other leaders so the organization can move forward? 4. Education How do you educate people who think they are already educated? 5. Motivation How do you move other leaders who already seem "to have everything" to do the right thing for the organization? 6. Representation How do you lead your organization's outside constituents while still leading leaders inside? 7. Trust Creation How do you gain and keep other leaders' trust, the vital capital that your own leadership depends on? Drawing on the author's own leadership experience as well as his research in the corporate, political, academic, and professional worlds, *Leading Leaders* answers these questions with a clear set of effective rules for all managers to follow in successfully leading other leaders.

Out of the Question: How Curious Leader Win offers a new mindset and a practical approach to thriving in the firestorm of change that today's leaders face. Existing businesses and business models are facing disruption at all levels. Our younger employees are not satisfied with just a "job," but rather, want work that allows them to be involved and included in decisions-- or they will walk. Leaders of teams who, in the past, could lead through command and control are finding themselves unable to keep up with the pace of change and the expanding challenges of engaging their talent. This book offers readers a new and relevant framework to guide both personal and group decision-making. With rich stories and practical approaches, you will learn where you currently fall between two leadership styles defined as the Knower leader and the Learner leader. The authors demonstrate how you can make continuous progress towards the ideals of Learner Leadership in order to achieve the best possible outcomes, which inspire and engage teams. The key for leaders today is to carefully forge authentic and genuine questions, delivered with the right tone and in the right setting. By leading with curiosity and wonder, leaders can reduce stress on themselves by no longer needing to have all the answers. Leading with curiosity creates a collaborative learning environment in which shared explorations of possible solutions flourish, leading to genuine questions. The process is rewarding for all and the results allow a team to accelerate their progress through the power of many.

Finally in paperback: the New York Times bestseller by the acclaimed, bestselling author of *Start With Why* and *Together is Better*. Now with an expanded chapter and appendix on leading millennials, based on Simon Sinek's viral video "Millennials in the workplace" (150+ million views). Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled. This is not a crazy, idealized notion. Today, in many successful organizations, great leaders create environments in which people naturally work together to do remarkable things. In his work with organizations around the world, Simon Sinek noticed that some teams trust each other so deeply that they would literally put their lives on the line for each other. Other teams, no matter what incentives are offered, are doomed to infighting, fragmentation and failure. Why? The answer became clear during a conversation with a Marine Corps general. "Officers eat last," he said. Sinek watched as the most junior Marines ate first while the most senior Marines took their place at the back of the line. What's symbolic in the chow hall is deadly serious on the battlefield: Great leaders sacrifice their own comfort--even their own survival--for the good of those in their care. Too many workplaces are driven by cynicism, paranoia, and self-interest. But the best ones foster trust and cooperation because their leaders build what Sinek calls a "Circle of Safety" that separates the security inside the team from the challenges outside. Sinek illustrates his ideas with fascinating true stories that range from the military to big business, from government to investment banking.

"Most of us use the word leadership to describe those in authority. This book will argue that leadership can emerge from anywhere, in any context or any organization. The use of coercive, command and control methods fail to engage others in a leadership process. However, those in authority can choose to lead, and can choose to create the structures and build a culture that encourages leadership"--

As a seasoned business leader, do you wonder why you sometimes get the traction you want with people, while other times it feels like you're spinning your wheels? It's not luck. You must be able to persuade and influence those you lead to get results in a positive way. Finding the win-win in every interaction is critical to achieving this, as your team and stakeholders must willingly go in the direction you're asking them to go. It's the integration of these skills--persuasion, influence, and negotiation--that allows leaders to gain traction and develop high-performing, fully engaged teams. In *The Leadership PIN Code*, Dr Nashater Deu Solheim shares a unique and proven framework for creating the impact and influence you need in your daily work. You'll learn how to use three simple keys to get what you need from every interaction--while also maintaining positive relationships. If you want to be a leader who inspires trust, easily navigates conflict, and creates value every day, *The Leadership PIN Code* is for you.

As a serial entrepreneur, Kevin Kruse has seen time and again that the leadership practices that actually work are the opposite of what is commonly taught and implemented. *Close Your Open Door Policy* shows how a contrarian approach can be a better, faster, and easier way to succeed as a leader. Chapter by chapter, Kruse focuses on a piece of popular wisdom, then shows with real-world case studies and quantitative research that the opposite approach will lead to better results, encouraging leaders to play favorites, stay out of meetings, and, of course, close their open doors.

THE INSTANT #1 NATIONAL BESTSELLER From the #1 New York Times bestselling authors of *Extreme Ownership* comes a new and revolutionary approach to help leaders recognize and attain the leadership balance crucial to victory. With their first book,

Extreme Ownership (published in October 2015), Jocko Willink and Leif Babin set a new standard for leadership, challenging readers to become better leaders, better followers, and better people, in both their professional and personal lives. Now, in THE DICHOTOMY OF LEADERSHIP, Jocko and Leif dive even deeper into the uncharted and complex waters of a concept first introduced in Extreme Ownership: finding balance between the opposing forces that pull every leader in different directions. Here, Willink and Babin get granular into the nuances that every successful leader must navigate. Mastering the Dichotomy of Leadership requires understanding when to lead and when to follow; when to aggressively maneuver and when to pause and let things develop; when to detach and let the team run and when to dive into the details and micromanage. In addition, every leader must:

- Take Extreme Ownership of everything that impacts their mission, yet utilize Decentralize Command by giving ownership to their team.
- Care deeply about their people and their individual success and livelihoods, yet look out for the good of the overall team and above all accomplish the strategic mission.
- Exhibit the most important quality in a leader—humility, but also be willing to speak up and push back against questionable decisions that could hurt the team and the mission.

With examples from the authors' combat and training experiences in the SEAL teams, and then a demonstration of how each lesson applies to the business world, Willink and Babin clearly explain THE DICHOTOMY OF LEADERSHIP—skills that are mission-critical for any leader and any team to achieve their ultimate goal: VICTORY.

Praise for CHANGE WITH CONFIDENCE “Phil Buckley is a world-class change leader and world-champion enthusiast for effective change management. Straightforward and engaging, Phil addresses the 50 questions all change managers need to answer with confidence in order to succeed. Rare too for an author in this field, he shares the ‘how-not-to’ as well as the ‘how-to.’ This is a book any manager wanting to succeed in change should keep close by.” — Professor Chris Bones, Dean Emeritus, Henley Business School; Professor of Leadership, University of Manchester; and award-winning author of The Cult of the Leader “Phil Buckley’s book gives excellent, practical advice on how to implement change in any private or public organization. What makes Change with Confidence so special is that it is organized around questions that anybody who is engaged in or leading change management will find to be key to their success. The real-life examples given for each question make this a very readable book. A must-buy for anybody who wants to avoid the most common mistakes in change management.” — Stefan A. Bomhard, President, Europe, Bacardi Martini Group “Change with Confidence provides leaders and leaders of change with a wealth of knowledge and experience that they can apply to their own change initiatives, and the real-world examples provide additional clarity on how to successfully manage or avoid common pitfalls.” — David Sculthorpe, CEO, Heart and Stroke Foundation of Canada Change Management is about helping people decide to change successfully If you have been charged with leading a change initiative, chances are you were chosen for the job—that is, you didn’t volunteer, but rather were tapped to lead or manage a large change project. You may have been given a short briefing and left to your own devices to succeed or fail in an uncertain, often threatening, environment. You may find yourself struggling to adapt your skill set to unfamiliar and anxiety-inducing conditions, conscious that your performance will affect your future career paths. Change with Confidence addresses the 50 biggest questions that change leaders ask time and again, and provides the context, examples, and advice to answer them well, and to enable successful, sustainable change. Whether you’re trying to figure it out, are in the planning stage, are actively managing or are working to make it stick, you’ll find guidance for a wide range of issues, including: Analyzing previous change initiatives to see what worked, what didn’t, and why Finding out who can influence your success or failure, help you, or trip you up Determining what resources you’ll need and how to get them Overcoming change fatigue and opposition to change. Although every change has its own circumstances, there are proven processes, tactics, and behaviors that lead to lasting success. Change with Confidence offers practical, experience-based advice on a difficult and stressful challenge.

If your people know you care about them, they will move mountains. Employee engagement and loyalty expert Heather Younger outlines nine ways to manifest the radical power of caring support in the workplace. Heather Younger argues that if you are looking for increased productivity, customer satisfaction, or employee engagement, you need to care for your employees first. People will go the extra mile for leaders who show they are genuinely concerned not just with what employees can do but with who they are and can become. But while most leaders think of themselves as caring leaders, not all demonstrate that care in consistent ways. Your employees will judge you by your actions, not your intentions. Based on Younger's interviews with over eighty leaders for her podcast Leadership with Heart—including Howard Behar, former president of the Starbucks Coffee Company; Judith Scimone, senior vice president and chief talent officer at MetLife; Garry Ridge, CEO and chairman of the board of the WD-40 Company; and Shawnté Cox Holland, head of culture and engagement at Vanguard—this book outlines nine ways that leaders can make all employees feel included and cared for. She even provides access to a self-assessment so you can measure your progress as a caring leader. But this is not a cookie-cutter approach: just as Monet and Picasso expressed themselves very differently, each leader should express caring in his or her own unique, personal style. Younger takes an often nebulous, subjective concept and makes it concrete and actionable. Leaders have the power to change the lives of those they lead. They shouldn't just want to care, they should see caring as imperative for the success of their employees and their organization.

#1 NEW YORK TIMES BESTSELLER • Brené Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research conducted with leaders, change makers, and culture shifters, she’s showing us how to put those ideas into practice so we can step up and lead. Look for Brené Brown’s new podcast, Dare to Lead, as well as her ongoing podcast Unlocking Us! NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Leadership is not about titles, status, and wielding power. A leader is anyone who takes responsibility for recognizing the potential in people and ideas, and has the courage to develop that potential. When we dare to lead, we don’t pretend to have the right answers; we stay curious and ask the right questions. We don’t see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don’t avoid difficult conversations and situations; we lean into vulnerability when it’s necessary to do good work. But daring leadership in a culture defined by scarcity, fear, and uncertainty requires skill-building around traits that are deeply and uniquely human. The irony is that we’re choosing not to invest in developing the hearts and minds of leaders at the exact same time as we’re scrambling to figure out what we have to offer that machines and AI can’t do better and faster. What can we do better? Empathy, connection, and courage, to start. Four-time #1 New York Times bestselling author Brené Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book,

Brown uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love. Brown writes, "One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It's learning and unlearning that requires brave work, tough conversations, and showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It's why we're here." Whether you've read *Daring Greatly* and *Rising Strong* or you're new to Brené Brown's work, this book is for anyone who wants to step up and into brave leadership.

An arsenal of powerful questions that will transform every conversation Skillfully redefine problems. Make an immediate connection with anyone. Rapidly determine if a client is ready to buy. Access the deepest dreams of others. *Power Questions* sets out a series of strategic questions that will help you win new business and dramatically deepen your professional and personal relationships. The book showcases thirty-five riveting, real conversations with CEOs, billionaires, clients, colleagues, and friends. Each story illustrates the extraordinary power and impact of a thought-provoking, incisive power question. To help readers navigate a variety of professional challenges, over 200 additional, thought-provoking questions are also summarized at the end of the book. In *Power Questions* you'll discover: The question that stopped an angry executive in his tracks The sales question CEOs expect you to ask versus the questions they want you to ask The question that will radically refocus any meeting The penetrating question that can transform a friend or colleague's life A simple question that helped restore a marriage When you use power questions, you magnify your professional and personal influence, create intimate connections with others, and drive to the true heart of the issue every time.

Two leadership consultants identify three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership.

"This book will be one of the most, if not the most, pivotal leadership books you'll ever read." - Andy Stanley "If you're ready to lead right where you are, this book can show you how to start." - Dave Ramsey "Read this book! The marketplace is full of leadership messages, but this one is a stand out." - Louie Giglio Are you letting your lack of authority paralyze you? One of the greatest myths of leadership is that you must be in charge in order to lead. Great leaders don't buy it. Great leaders lead with or without the authority and learn to unleash their influence wherever they are. With practical wisdom and humor, Clay Scroggins will help you nurture your vision and cultivate influence, even when you lack authority in your organization. And he will free you to become the great leader you want to be so you can make a difference right where you are. Even when you're not in charge. X

Make Every Step Count on Your Leadership Journey How did American Military leaders in the brutal POW camps of North Vietnam inspire their followers for six, seven, or eight years to remain committed to the mission, resist a cruel enemy, and return home with honor? What leadership principles engendered such extreme devotion, perseverance, and teamwork? In this powerful and practical book, Lee Ellis, a former Air Force pilot, candidly talks about his five and a half years of captivity and the fourteen key leadership principles behind this amazing story. As a successful executive coach and corporate consultant, he helps leaders of Fortune 500 companies, healthcare executives, small business owners, and entrepreneurs utilize these same pressure-tested principles to increase their personal and organizational success. In *Leading with Honor: Leadership Lessons from the Hanoi Hilton*, you will learn: - an approximately 250-word description of the book as you'd like to see posted online, keeping in mind that this should be enticing to consumers ? ? ? Courageous lessons from POW leaders facing torture in the crucible of captivity. How successful teams are applying these same lessons and principles. How to implement these lessons using the Coaching sessions provided in each chapter. In the book's Foreword, Senator John McCain states, "In *Leading with Honor*, Lee draws from the POW experience, including some of his own personal story, to illustrate the crucial impact of leadership on the success of any organization. He highlights lessons and principles that can be applied to every leadership situation." This book is ideal for individual or group study as a personal development, coaching, human resource development, or executive training resource.

Wall Street Journal Bestseller From the acclaimed author of *Turn the Ship Around!*, former US Navy Captain David Marquet, comes a radical new playbook for empowering your team to make better decisions and take greater ownership. You might imagine that an effective leader is someone who makes quick, intelligent decisions, gives inspiring speeches, and issues clear orders to their team so they can execute a plan to achieve your organization's goals. Unfortunately, David Marquet argues, that's an outdated model of leadership that just doesn't work anymore. As a leader in today's networked, information-dense business climate, you don't have full visibility into your organization or the ground reality of your operating environment. In order to harness the eyes, ears, and minds of your people, you need to foster a climate of collaborative experimentation that encourages people to speak up when they notice problems and work together to identify and test solutions. Too many leaders fall in love with the sound of their own voice, and wind up dictating plans and digging in their heels when problems begin to emerge. Even when you want to be a more collaborative leader, you can undermine your own efforts by defaulting to command-and-control language we've inherited from the industrial era. It's time to ditch the industrial age playbook of leadership. In *Leadership is Language*, you'll learn how choosing your words can dramatically improve decision-making and execution on your team. Marquet outlines six plays for all leaders, anchored in how you use language: • Control the clock, don't obey the clock: Pre-plan decision points and give your people the tools they need to hit pause on a plan of action if they notice something wrong. • Collaborate, don't coerce: As the leader, you should be the last one to offer your opinion. Rather than locking your team into binary responses ("Is this a good plan?"), allow them to answer on a scale ("How confident are you about this plan?") • Commit, don't comply: Rather than expect your team to comply with specific directions, explain your overall goals, and get their commitment to achieving it one piece at a time. • Complete, not continue: If every day feels like a repetition of the last, you're doing something wrong. Articulate concrete plans with a start and end date to align your team. • Improve, don't prove: Ask your people to improve on plans and processes, rather than prove that they can meet fixed goals or deadlines. You'll face fewer cut corners and better long-term results. • Connect, don't conform: Flatten hierarchies in your organization and connect with your people to encourage them to contribute to decision-making. In his last book, *Turn the Ship Around!*, Marquet told the incredible story of abandoning command-and-control leadership on his submarine and empowering his crew to turn the worst performing submarine to the best performer in the fleet. Now, with *Leadership is Language* he gives businesspeople the tools they need to achieve such transformational leadership in their organizations. Be a more effective leader with strategic thinking *Leading with Strategic Thinking* reveals what effective leaders do differently. Eschewing the one-size-fits-all leadership model, this helpful guide outlines four general leadership types and demonstrates how each type achieves success – whether through personal vision, structured process, collaboration, or by empowering others. The authors identify the actions and skills that distinguish strategic leadership, drawn from interviews and focus groups with over three hundred leaders from around the world. Examples and case studies illustrate these concepts in action, and the provided reference materials steer readers toward more advanced information on this important topic. The disruptive forces of technology and globalization raise new challenges for leaders. This book is a manual that will help executives and aspiring leaders harness these forces and address the two central questions of strategic leadership: How do the best leaders develop their strategy? How do effective leaders drive strategic change? Becoming a strategic leader isn't about mimicking an icon. The most effective leaders seize opportunity in a way that consciously integrates environmental requirements, stakeholder

