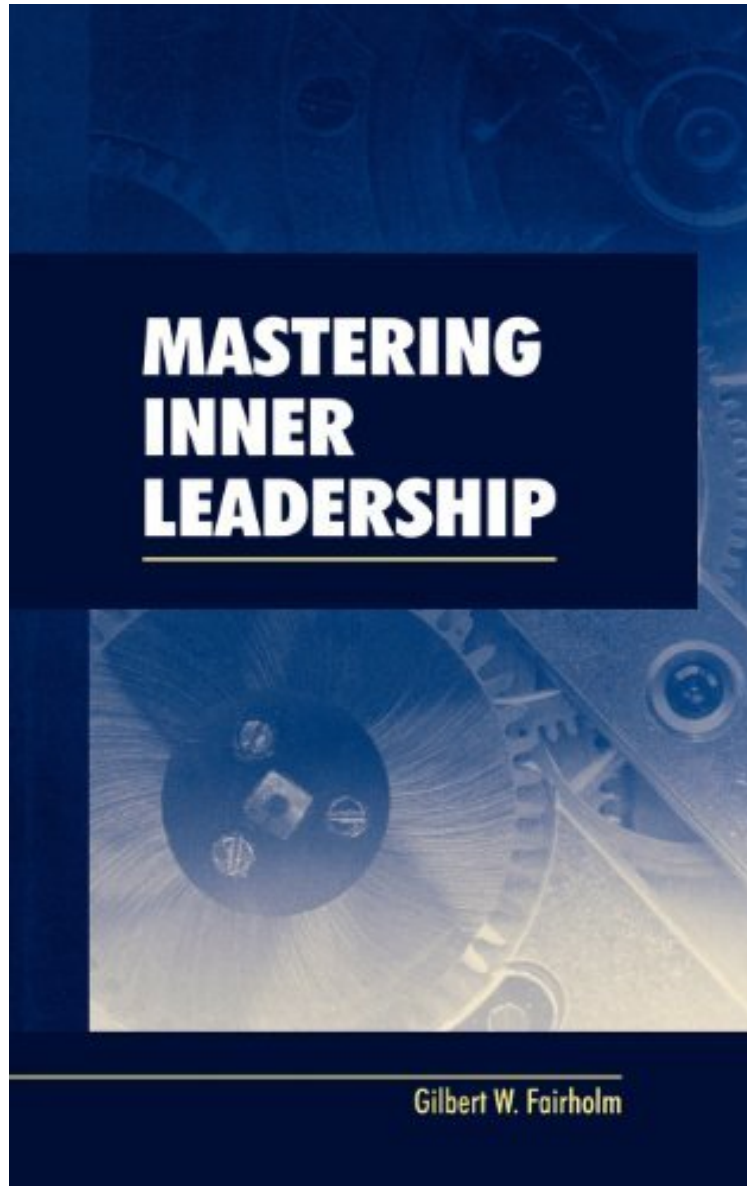


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Mastering Inner Leadership

Gilbert W. Fairholm

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Gilbert W. Fairholm : Mastering Inner Leadership before purchasing it in order to gage whether or not it would be worth my time, and all praised Mastering Inner Leadership:

0 of 0 people found the following review helpful. Good info, needs better titleBy bright_oneAlthough this book seems to take "the road less traveled" in business literature showing the reader a different world of management and leadership merging, integrating and forming a 360 degree leader situated in the inner levels of the organization, one hoping for a journey of inner work, self-discovery and reflection may be disappointed. The book's title "Mastering

Inner Leadership" should be changed; perhaps using the author's own terminology: "Inner Leadership: the Art of Leading Without Being CEO." On the whole, this is a well-written book with clear transitions, logical arguments and coherent thought processes. The connections among the sections are logical and the style of the writing palatable. In the area of "room for improvement," it could be suggested the author use stories, analogies, metaphors, illustrations and tables (as needed) to "enliven" a very abstract writing (very dry in some areas). The biggest surprises in this book were author's assertions that "...leaders cannot motivate followers..." and "...the only true motivation is self-motivation." As literature abounds to the contrary, it was interesting to follow this author's perspectives and arguments on motivation vs. inspiration. This book does make a good contribution to the body of knowledge of how to be an effective co-leader and how to lead effectively as a middle manager; it is recommended to any student of leadership and co-leadership practice and to any co-leader or middle manager seeking guidance and inspiration.

Leadership in today's corporations is exercised not merely, or even primarily, by those at the very top of the organizational charts, but also by the many employees who find themselves in the middle of the corporation. These managers, directors, and vice presidents practice inner leadership in both senses of the term. They lead from within the organization, rather than from the top. They lead from within themselves, seeking to guide others by the light of their own core values and goals, which may be distinct from, if complementary to, the organization's goals. How they do so, and how they can be more effective inner leaders, is the focus of this book for current and aspiring leaders as well as their academic colleagues. Fairholm explains that there are four key characteristics that distinguish inner leaders from CEOs. First, inner leaders inhabit a unique corporate culture in which they relate not only to subordinates, but to peers and supervisors as well. Second, inner leaders' authority is often more a function of their personalities and personal charisma than it is of their official positions. Third, inner leaders have the ability to create a subculture within the corporation that facilitates attainment of their personal and professional goals and is consistent with their personal values. Fourth, inner leaders use different technologies (techniques, methods, and approaches) in the pursuit of their objectives. Current and aspiring leaders as well as their academic colleagues will benefit from this work.

"One of the most thorough recent studies of leadership issues"-Long Range Planning?One of the most thorough recent studies of leadership issues?-Long Range PlanningAbout the AuthorGILBERT W. FAIRHOLM is Emeritus Professor in the Graduate Program at Virginia Commonwealth University in Richmond. He is the author of Perspectives on Leadership: From the Science of Management to Its Spiritual Heart (Quorum Books, 1998).