

The six paradoxes of leadership

There is an urgent need for leaders who can quickly understand, accept, and embrace six apparent contradictions in their work. Those contradictions are represented in the seemingly paradoxical identities below.

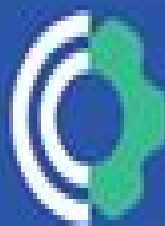
1

Humble
Hero



2

Strategic
Executor



3

Traditioned
Innovator



4

Technology-
savvy
Humanist



5

Globally-
minded
Localist



6

High-
integrity
Politician



Paradoxes Of Leadership

John Storey, Graeme Salaman



Paradoxes Of Leadership:

The Paradoxes of Leadership John Lee, 2017-11-14 What attributes did God need Moses to attain as a shepherd in the wilderness before calling from the burning bush What made David a man after God's own heart despite his obvious and public flaws How was Paul able to maintain such superhuman focus on his goals for the Church Though parting the Red Sea will most likely not be a part of your leadership experiences you can learn how the best of the best in God's kingdom managed theirs Beginning with the idea that all theology is practical John Lee dives into scripture and commentary to tease out the foundation of personal attributes that God desires in his leaders Lee's profound insights cover Biblical leaders from Moses to John and illuminate the godly leadership qualities that many modern leaders pursue Whether you lead in the Church or at work at home or in the community applying the scriptural insights found in *The Paradoxes of Leadership* will elevate your leadership abilities to a higher plane *Paradoxes of Leadership* Charles R. Edmunson, Loren

Rodgers, 1999-03-01 *Leadership Paradoxes* Richard Bolden, Morgen Witzel, Nigel Linacre, 2016-02-05 *Leadership Paradoxes* was shortlisted for the 2017 Management Book of the Year an industry book award organised by the Chartered Management Institute and the British Library *Leadership Paradoxes* remains one of the most sought after qualities in contemporary society yet after centuries of research education and debate it remains just as elusive as ever *Leadership Paradoxes Rethinking Leadership for an Uncertain World* argues that the key to understanding and enhancing leadership education theory and practice lies in the recognition of its paradoxical tendencies Drawing on the expertise of an international team of leadership scholars and practitioners this book examines common leadership paradoxes and challenges faced by leaders and shows how they can be reconceived as opportunities to be embraced rather than problems to be solved Readers will benefit from reflective questions at the end of each chapter plus a companion website at www.leadershipparadoxes.com offering further material and a forum for discussion *Leadership Paradoxes* will be valuable supplementary reading for students of leadership at advanced undergraduate postgraduate and post experience level as well as professionals seeking to improve their practice *Paradoxes of Power and Leadership* Miguel Pina e Cunha, Stewart R. Clegg, Arménio Rego, Marco Berti, 2021-05-30 Why do great companies and other organizations fail sometimes abruptly Why do admired leaders fall from their organizational pedestals Why do young and promising managers derail Why do organizations create and reinforce rules that manifestly damage both them and those that they employ serve and sustain *Leadership* is a much discussed but ill defined idea in business and management circles Analysing and understanding the skills and behaviours exhibited in leadership practice reveal that leaders exhibit paradoxical activities that challenge our understanding of organizations In this text the authors identify leadership behaviours that compete towards business equilibrium selfish versus selfless distance versus proximity consistency versus individuality enforcing professional standards versus flexibility and control versus autonomy These paradoxical dilemmas require a reflexive and analytical approach to a subject that is tricky to define The

book explores the paradoxes of power and leadership not as a panacea for solving organizational problems but as a lens through which leadership and power are seen as an exercise in dynamic balance Read this book as an invitation to the paradoxes of power and leadership that frame organizational life today Be prepared to find surprises and some counterintuitive arguments Providing a thought provoking guide to the traits and skills that will help readers to understand and navigate paradoxical leadership behaviour this reflexive book will be a useful reading for students and scholars of business management and psychology globally Management of the Absurd Richard Farson,1997-03-13 A Business Week bestseller this original contrarian philosophy challenges today s leaders to look past the quick fix and deal thoughtfully with the real complexities of managing people Management of the Absurd Richard Evans Farson,1996 **The Executive's Paradox** David G. Jensen,2013-09-30 When I find a short seller I want to tear his heart out and eat it before his eyes while he s still alive That s Dick Fuld the high commanding former CEO of the now defunct Lehman Brothers founded in 1850 Before the Great Recession Fuld s chief risk officer at Lehman Brothers issued a warning about the sense of complacency regarding risk Two months later the bull in the china shop Fuld gored his own risk officer Fuld sacked her because he was unable or unwilling to address THE EXECUTIVE S PARADOX In fact Fuld failed to stretch when he was pulled by two distinct paradoxes one leadership and one strategic Instead of managing the tension between his commanding leadership style take charge drill sergeant AND his empowering style take care servant leader Fuld s drill sergeant always won the tug of war In addition Fuld also failed to manage a strategic paradox the one most responsible for the Great Recession increasing profits AND mitigating risk Unfortunately Fuld is not the great exception of what happens when leaders mismanage THE EXECUTIVE S PARADOX he is the great example Fuld has a lot of company Consider 1 Toyota long the high flyer in the auto industry crashed and lost 2 5 billion more than General Motors during the Great Recession Toyota leaders over focused on growth instead of managing the tension between growth AND quality 2 Boeing s innovative 787 aircraft the Dreamliner was more than three years late and billions of dollars over budget because executives mismanaged the stability AND change paradox 3 High tech guru Geoffrey Moore points out that many former technology giants such as Digital Equipment Corporation Silicon Graphics and Wang lost their way because they failed to stretch when pulled by today s realities AND tomorrow s dreams These anecdotes are the tip of the iceberg There is a mass of evidence below the surface demonstrating that leaders who fail to manage THE EXECUTIVE S PARADOX fail to lead One study of 1 000 organizations over a 20 year period discovered that 45 out of every 100 executives suffered sinking profits because they mismanaged their paradoxes If you ever feel like you re paddling down a raging river with crowds of demanding stakeholders on opposite riverbanks all shouting at you to paddle to their side at the same time this book is for you THE EXECUTIVE S PARADOX teaches you how to avoid picking sides when you re pulled by opposing leadership and strategic demands You learn stretch not snap as you develop new business boosting skills such as how to A Expand your long term strategic thinking AND deliver short term

bottom line results B Gain buy in to any change AND build a platform of stability C Demand accountability for results AND increase employee engagement D Innovate by exploring the future AND optimize by exploiting the present DAVID JENSEN knows your leadership challenges because he faced them when he was an executive He understands that you have many options to deal with your challenges because he s studied them as a researcher Dave delivers proven tools that get results because he s tested what works with over 10 000 leaders Isn t it time to put his decades of leadership experience to work for you When you purchase THE EXECUTIVE S PARADOX you also are also buying access to the 360 assessment THE EXPANSIVE LEADERSHIP MODEL tm XLM at no extra charge Your book gives you the website where you can complete the assessment FREE After you complete the assessment you can download XLM 25 page report for free too Your report provides your scores and other raters scores if you choose to invite them to rate you on each 16 core competencies described in the book Thus you get the book and the XLM 360 leadership assessment all for one low price Isn t time to turbo charge your leadership skills now

The Eight Paradoxes of Great Leadership Tim Elmore,2021-11-02 Become a next generation leader rich in emotional and social intelligence and orchestrating outstanding collaborative results by mastering these eight status quo shattering paradoxes The Eight Paradoxes of Great Leadership unpacks the fresh strategies and new mindset required today from a next generation leader Author Dr Tim Elmore helps leaders of all kinds navigate increasingly complex rapidly changing environments as well as manage teams who bring a range of new demands and expectations to the workplace that haven t been seen even one generation prior After working alongside John C Maxwell for twenty years Tim offers counter intuitive paradoxes that when practiced enable today s leader to differentiate themselves and better connect with their team and customers The book furnishes ideas that equip leaders to inspire team members in a way a paycheck never could Having trained hundreds of thousands of young professionals to develop into leaders Dr Elmore shares the secrets of next generation leaders who have practiced the unique paradoxes outlined in this book and inspired their team members in a way that a paycheck never could In The Eight Paradoxes of Great Leadership readers will Learn how today s team members require a combination of different qualities from their leaders than they did in even the recent past Grasp the importance of eight key paradoxes that are critical for next generation leaders to put into practice right now Be inspired by historic and modern day leaders who lived the eight paradoxes and Understand how they too can lead with the eight paradoxes guiding them to emotional and social intelligence that resonates with their teams and leads to outstanding collaborative results

Navigating Leadership Paradox Rikke Kristine Nielsen,Frans Bévort,Thomas Duus Henriksen,Anne-Mette Hjalager,Danielle Bjerre Lyndgaard,2023-07-24 One of the most significant management challenges in modern companies and organizations is dealing with unavoidable complex paradoxes Today s world is multidimensional multipolar and multipurpose and increasingly classic management challenges such as leadership vs management exploitation vs exploration virtual vs physical presence economic sustainability vs environmental sustainability localization vs

globalization etc assume the characteristics of paradoxes rather than problems or dilemmas Leadership of paradox is not about making a decision once and for all or prioritizing tough trade offs but about navigating between opposing considerations Navigating Leadership Paradox argues that academic knowledge pools can support leaders decision making and sense making in organizations and navigating paradoxes The book outlines a practical pathway for management leaders and professionals for steering through paradox using 5 phases 10 paradoxes 15 tools 20 cases and 25 learning points It delineates how to identify a paradox by assessing the nature of your challenge and discusses the appropriate courses of action individually as well in collaboration with other stakeholders It also gives inspiration and advice for professional helpers assisting others in navigating paradox as part of organizational development or other educational purposes This book will be essential reading for practitioners and academicians in the fields of leadership paradox complexity management change management leadership dilemmas and organizational paradox

Managing Leadership Paradoxes

Lotte Luscher, 2018-09-03 Managers today are faced with numerous complex challenges speckled with paradoxes They must have a sharp economical focus while simultaneously engaging in creative and innovative thinking They must support individuals as well as teams think globally and do business locally This book views complexity as a fundamental element of leadership rather than something that should simply be reduced and removed It presents a leadership concept that includes both sides of the paradox Managing Leadership Paradoxes uses case studies and practical exercises to show how managers can maintain decisiveness in the face of paradoxes complexities and contradictory demands Lotte Luscher draws on research gleaned from managers within the international corporation Lego to provide first hand knowledge of how a large scale organization meets and manages change paradoxes rather than treating them as something that needs to be reduced and removed It will assist managers and aspiring managers in expanding their understanding of leadership challenges beyond dilemmas and equip them with the managerial skills to handle the most persistent and pervasive paradoxical challenges that arise as a result of organizational change The book will be of interest to leaders and managers as well as students of leadership management and organizational studies The intent is to provide the reader with a foundation for reflecting on his or her own leadership practice with special focus on organizational complexity ambiguity and paradoxes

Getting Unstuck

Ralph Jacobson, 2013-09-03 This book demonstrates how organization leaders who balance several key paradoxes achieve greater growth and sustainability in the long term than those who use financial data alone It addresses the issues that are the most troublesome to people and the organizations they work for The author provides deep insight into the root causes of workplace issues and provides practical language and tools to address the paradoxes that seem to block the achievement of success and life satisfactions

8 Paradoxes of Leadership Agility

Chuen Chuen Yeo, 2020-05-31 The world is ever changing in unpredictable ways Leaders therefore need to constantly re examine their assumptions of what it means to be a great leader as old models of leadership quickly fade into irrelevance In short leaders need an agile mindset But how can leaders

become agile We need to update and disrupt past definitions of leadership To challenge ourselves and test our relevance often We need to recognize challenges swiftly and respond decisively especially when our environment is volatile uncertain complex and ambiguous 8 Paradoxes of Leadership Agility shows the way by describing how leaders met challenging conundrums with agility and emerged stronger using the Re4 Coaching Model developed by Chuen Chuen This book addresses the gap between theory and practice through stories of leaders distilled into eight representational paradoxes that can occur in any culture contexts levels of seniority or industries The Re4 Coaching Model clearly illustrated in this book helps leaders see their world with objective clarity understand what has to be done and why Through this coaching model leaders gain the resolve and confidence to overcome challenges with authenticity Through it they integrate theoretical learning with practical steps and learn to thrive Now you too can benefit from the Re4 Coaching Model as this book contains exercises with guiding questions you can use to navigate your paradoxes It s time to grow and thrive *Leadership Matters* Thomas E. Cronin, Michael A. Genovese, 2015-11-17 Some leaders fundamentally alter the status quo whilst others guide quietly Most leadership books emphasise specific rules but Tom Cronin and Michael Genovese see leadership as filled with paradox *Leadership Matters* offers a different view of leadership one that builds community and responds creatively to new situations Cronin and Genovese argue that leadership is about more than just charisma and set leaders on to a different path to unleash the power of paradox **Managerial Dilemmas** John Storey, Graeme Salaman, 2010-02-18 In the midst of the most severe recession for 80 years there is little need to argue that organizations are beset by dilemmas and paradoxes Confidence in prevailing business models and in the underlying assumptions underpinning business decisions over many decades has now been shaken But it is not enough to rail against arrogance and greed Within their own flawed assumptions bankers and corporate leaders were acting rationally A major reason for the failure to anticipate and warn is that observers of organizations usually tend to view organizations in terms similar to those employed by the people who run them as rational sensible and objective whereas in fact they are usually confused and confusing paradoxical and contradictory entities Paradox is at the heart of how organizations work or don t work yet the phenomenon has been strangely unstudied In an age of crisis and uncertainty dilemmas and paradoxes are especially evident and prevalent The fascination and the promise of paradox is that there is also a sense that there is a hidden truth entwined within the opposites This we contend is a challenge for leaders The ultimate responsibility of leadership is to make sense of these and to handle them in a competent manner This demands a new mode of leadership The management of dilemma and paradox it is contended the essence of leadership today Paradoxical forces provide a dynamism which although often experienced as potentially threatening discomfiting and negative can also be exciting promising and positive The assumption that organizations are rational entities is challenged every day in the work environment by a rich reality of asymmetries between conflicting forces complexity hidden intentions and paradoxes Anyone wanting to understand the real forces that govern organizations should read this book A must read for

modern leaders who have the intellectual honesty to lead organisations with open eyes and not with the over simplifications and clichés of the past Giovanni Ghisetti Director Business Transformation Coca Cola Enterprises Europe Storey and Salamans description of the paradoxes which characterise leadership today is hauntingly accurate Their intelligent optimism that those dilemmas can be met is as encouraging as it is challenging for those of us who have to do just that Having read the insights in this book I now understand how their business advice was always so pertinent Andy Street Managing Director of John Lewis

Paradox and Power in Caring Leadership Leah Tomkins, 2020-03-28 Why does it matter that our leaders care about us What might we reasonably expect from a caring leader and what price are we prepared to pay for it Is caring leadership something soft or can it be linked to strategy and delivery International scholars from the fields of ancient and modern philosophy psychology organization studies and leadership development offer a strikingly original debate on what it means for leaders to care

The Connecting Leader Zahira Jaser, 2021-01-01 Previous books of the Leadership Horizon Series showed unequivocally how both leaders and followers play an equally important part in the co production of leadership outcomes and how leader and follower identities are fluid so that the same individual can enact both at different times This book stretches the notion of leadership a step further by exploring the co enactment of both roles identities and positions of leader and follower by one same individual This individual is defined as a connecting leader as in this co enactment he she functions as connector between different leadership relationships The concept of connecting leader emerges from the observation that most individuals in organizations engage in the leader follower role co enactment managers pulled between executives and reportees CEOs between the board and the head of departments or employees involved in cross functional teams leading and following in different degrees subject to their expertise Yet despite its pervasiveness this concept is at best under theorized by the literature which dominated by dyadic and romanticized views mostly presents the roles as enacted by separate individuals facing each other To advance our understanding of connecting leaders the editor proposes to shift our focus on leadership in three ways to unpack the interconnectedness and interplay of leader and follower identities to investigate the tensions arising from the co enactment and how these can be overcome to widen the way in which we study leadership through new configurations e.g. leadership triads and ontologies and finally to consider the similarities between leading and following The book chapters are organized to mirror these areas of exploration Understanding leadership from a perspective that acknowledges that many individuals in organizations are not just leaders or followers but both democratizes the way we theorize leadership and moves us further away from the temptation to romanticize it

Interdisciplinary Dialogues on Organizational Paradox Rebecca Bednarek, Miguel Pina e Cunha, Jonathan Schad, Wendy K. Smith, 2021-07-08 Interdisciplinary Dialogues on Organizational Paradox is an innovative two part volume that enriches our understanding about paradox both deepening the theory and offering greater insight to address grand challenges we face in the world today Part A Learning from Belief and Science explores the realms of beliefs

and physicality **Global Leadership Practices** Bettina Gehrke, Marie-Thérèse Claes, Daniela Pauknerová, Ina Aust, Roger-Matthew Bell Lambert, 2024-04-12 This forward thinking book explores global leadership and the complexities inherent in its practice Conceptual knowledge learning tools and reflective exercises stimulate the reader to delve into self development and to recognize how to develop competencies that lead to global collaboration The book also illustrates specific practices that address the challenges of diversity equity and inclusion and provides reflections on the role of global leaders in guiding and advancing sustainability transformation **Rethinking Leadership** Kurt A. April, Robert Macdonald, Sylvia Vriesendorp, 2000 In the twenty first century leaders are having to speak a new language create fluid organic structures and recognise organisations as systems with self renewing capacity This book explores what real leadership means encouraging the reader to look within *The Essence of Leadership* Derek W. Anderson, Jaco J. Hamman, 2024-05-31 The world is experiencing a leadership crisis The Essence of Leadership addresses this concern by empowering self differentiated leadership The authors draw on family systems thinking foundational to family therapy psychodynamic theory a recognized lens on human nature and proven process management tools The core message explored over seven chapters is that a leader's management of their own anxiety and the anxiety in a system has direct implications for their effectiveness in bringing change The authors believe that leadership is mastering emotional and relational processes seeking to bring change according to clearly defined goals and ethical principles As such leadership is poorly defined as a cognitive rational economic charismatic democratic data based or expert driven How to skill Rather anxiety's flow and management greatly determine the likelihood of systemic transformation After reading this book leaders will be empowered with a growing understanding of the role anxiety plays in systemic change even as they are equipped to lead with less anxiety Though the theory and practices in the book are applicable to all leaders leadership is illustrated through numerous case studies from their extensive experience empowering leaders in both the for profit and nonprofit sectors Callouts throughout the book along with questions for reflection invite the reader into deeper contemplation

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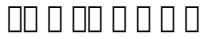

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