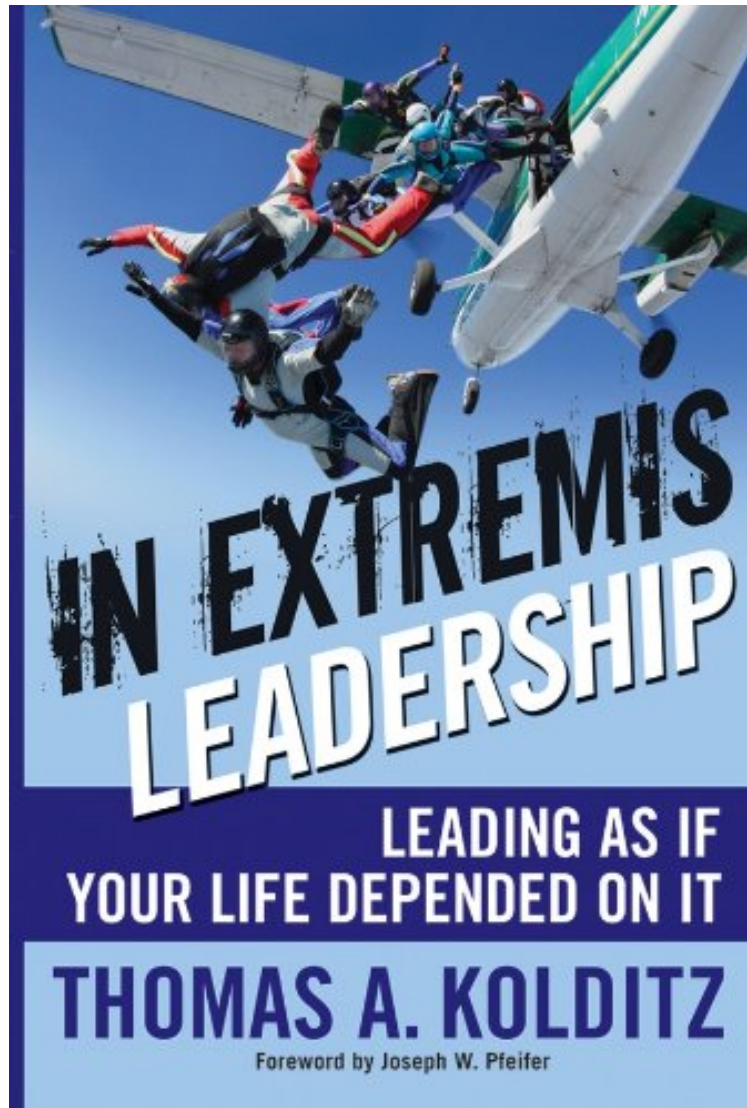


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Thomas A. Kolditz

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Thomas A. Kolditz : In Extremis Leadership: Leading As If Your Life Depended On It (J-B Leader to Leader Institute/PF Drucker Foundation) before purchasing it in order to gage whether or not it would be worth my time, and all praised In Extremis Leadership: Leading As If Your Life Depended On It (J-B Leader to Leader Institute/PF Drucker Foundation):

10 of 10 people found the following review helpful. Applicability Is LimitedBy William CorsairThis is a very good book. I can't quibble with anything any of the other reviewers have written. Unfortunately, the title says it all. But most

leaders aren't "in extremis" leaders, nor are they in "in extremis" leadership situations. Unfortunately, there's still too much emphasis on C2 (command and control) in the book. There's a time and a place for it, and Kolditz lays it out brilliantly. But the applicability of his model to civilian and corporate cultures is difficult, at best. I teach several different multi-day leadership courses for an agency of the Department of Defense. The majority of the students are former military, and know first-hand that the C2 model doesn't work very well in the "non-in-extremis" situations they work in. A colleague teaches at the Command and General Staff College at Ft. Leavenworth; he says they put a major emphasis on non-C2 because that's where otherwise-good leaders generally falter and fail. And, if you watch the TED video of General Stanley McChrystal, or read any of Adm. Thad Allen's accounts of the Gulf oil spill, you'll hear that they relied heavily on "Unity of Effort" rather than "Unity of Command." I'd encourage anyone interested in this whole area to dig deeper. There's also a huge difference in types of leadership among the uniformed services. Navy and Air Force are much more C2 style and procedure driven because of the complicated nature of their weapons systems (multi-billion-dollar ships and complicated aircraft), and the potential for catastrophe if there are weapons systems accidents or failures. Army and Marine Corps are much less C2 driven because Soldiers and Marines must be more nimble and make their own decisions on a second-by-second basis. According to the November, 2010 Harvard Business Review, former Navy and Air Force personnel who work in the corporate world do much better in large, process-driven corporate cultures; Army and Marine Corps personnel do better working in smaller, more entrepreneurial organizations where quick change is the norm. Good book; limited applicability to everyday leadership. And everyday leadership--when things are just fair-to-middlin' but need to be better--is where true leadership is developed. From my experience, if you can be a good everyday leader, then you'll rise to the occasion when in-extremis situations present themselves. Spend your time learning how to be a great everyday leader. 1 of 1 people found the following review helpful. Good premise, disappointing execution By John S. The Good: The chapter on leading during tragedy was excellent. Military leaders, unfortunately, have experience in dealing with casualties and business leaders would be well-served to examine their methods of helping survivors cope. The Bad: Most of the conclusions drawn are fairly obvious and lack application to corporate strategy. The Ugly: Has the author ever led troops in combat or held an executive position in the business world? I would prefer to read the first-hand accounts of men and women who have--without the filter of an academic. 1 of 1 people found the following review helpful. not to good By KCHad to purchase this for a promotional exam and found this book to be rather poor, the author is selling a book and his friends, I believe this book would have few buyers if fire depts did not require employees to buy for promotional exam.

In this extraordinary book Col. Kolditz explains that his research on in extremis leadership, where followers perceive their lives to be threatened, reveals that the leadership lessons and principles in evidence in dangerous settings also apply to leading in business and everyday life. The book shows how leadership literally defines the promise of hope or future life and that extremely capable leaders are needed in all walks of life. The book describes a variety of high-risk situations that are ideal settings to seek and find great leaders, assess how they might be different, and to glean valuable insights for extraordinary leadership in our everyday lives. Through heart-stopping real-life stories of leaders in these extreme situations, Kolditz insists that leaders at all levels can improve their effectiveness. nbsp; nbsp;

Idquo;In Extremis Leadership is one of the most phenomenal books on leadership to come along in decades. It's a myth-busting, heart-stopping, mind-blowing account of what it's really like to lead in life-and-death situations.rdqquo;--Jim Kouzes, coauthor of the best-selling The Leadership Challenge and A Leader's Legacy nbsp; Idquo;Col. Kolditz is a visionary in the field of leadership training and development.rdqquo;--David S. Corderman, head of the Office of Leadership Development, FBI Academy nbsp; Idquo;We should always lead as if our lives depended upon it! Colonel Kolditz shows us how.rdqquo;--Marshall Goldsmith, author of the best-selling What Got You Here Won't Get You There nbsp; Idquo;In Extremis Leadership can help all leaders build stronger organizations and a more uplifting society.rdqquo;--Henry Cisneros, chairman, City View, and former secretary of the U.S. Department of Housing and Urban Development nbsp; Idquo;The parallels between leading in high-stakes business ventures and leading in dangerous contexts are compelling.rdqquo;--Chris C. Casciato, partner, Goldman, Sachs Company nbsp; Idquo;Great wisdom and riveting stories.rdqquo;--Rosabeth Moss Kanter, Harvard Business School professor, and best-selling author, Confidence: How Winning Streaks and Losing Streaks Begin and End nbsp; Idquo;Anyone in a leadership role can learn much from what it means to live-- and lead in extremis.rdqquo;--John Alexander, president, Center for Creative Leadership nbsp; Idquo;makes the point that we should all lead as if lives depend on it.rdqquo;--Lieutenant General Franklin L. Hagenback, superintendent of the U.S. Military Academy nbsp; Idquo;This book charts a path to better understanding of leadership in the real world.rdqquo;--Howard T. Prince II, retired Brig. Gen., U.S. Army, and director, Center for Ethical Leadership at the University of Texas nbsp; Idquo;In Extremis Leadership helps us appreciate what is essential for leading--whatever the field.rdqquo;--Michael Useem, professor of management, the Wharton School, and author of The Go Point nbsp; Idquo;This book will help students grow and develop their own philosophies of leadership.rdqquo;--Brian Barefoot, president, Babson College nbsp; From the Inside Flap "In Extremis Leadership transforms the formerly anecdotal study of combat

leadership into solid behavioral and social science that will improve leadership across the private, public, and social sectors." mdash;General Eric Shinseki, U.S. Army, retired, former Chief of Staff In this extraordinary book, Colonel Thomas Kolditzmdash;a professor at West Point and an on-the-ground military leadermdash;shows how extreme life-and-death leadership skills can offer profound lessons for leaders in any setting. In a clear and compelling manner, Kolditz explains that his research on in extremis leadership situations, where followers perceive their lives to be threatened, reveals that the leadership lessons and principles in evidence in dangerous settings also apply to leading in business and everyday life. Kolditz describes a variety of high-risk situations that are ideal settings to seek and find great leaders, assess how they might be different, and glean valuable insights for extraordinary leadership in our everyday lives. Through heart-stopping real-life stories of leaders in these extreme situations, Kolditz insists that leaders at all levels can improve their effectiveness. The book is filled with compelling in-depth interviews with such in extremis leaders as chiefs of SWAT teams, mountain-climbing guides, leaders of large-formation skydiving events, the U.S. Military Academy's national champion parachute team, and team leaders in football, wrestling, swimming, and rugby, as well as the first armored cavalry commander to roll his tanks into the fiery streets of Baghdad in 2003. Kolditz challenges us to learn from their experiences and honor their commitment and sacrifices by serving the people around us and leading as if our lives depended on it. This authentic perspective on leadership will help cut through faddish, flavor-of-the-month leadership approaches and make anyone better at leading and being led.

From the Back Cover Praise for *In Extremis Leadership* "In Extremis Leadership is one of the most phenomenal books on leadership to come along in decades. It's a myth-busting, heart-stopping, mind-blowing account of what it's really like to lead in life-and-death situations." mdash;Jim Kouzes, coauthor of the best-selling *The Leadership Challenge* and *A Leader's Legacy* "Colonel Kolditz is a visionary in the field of leadership training and development." mdash;David S. Corderman, head of the Office of Leadership Development, FBI Academy "We should always lead as if our lives depended upon it! Colonel Kolditz shows us how." mdash;Marshall Goldsmith, author of the best-selling *What Got You Here Won't Get You There* "In Extremis Leadership can help all leaders build stronger organizations and a more uplifting society." mdash;Henry Cisneros, chairman, City View, and former secretary of the U.S. Department of Housing and Urban Development "The parallels between leading in high-stakes business ventures and leading in dangerous contexts are compelling." mdash;Chris C. Casciato, partner, Goldman, Sachs Company "Great wisdom and riveting stories." mdash;Rosabeth Moss Kanter, Harvard Business School professor, and best-selling author, *Confidence: How Winning Streaks and Losing Streaks Begin and End* "Anyone in a leadership role can learn much from what it means to live, and lead, in extremis." mdash;John Alexander, president, Center for Creative Leadership "Kolditz has successfully linked leading in dangerous contexts with the requirements of everyday leadership in an exciting read." mdash;Lieutenant General Franklin L. Hagenback, superintendent of the U.S. Military Academy "This book charts a path to better understanding of leadership in the real world." mdash;Howard T. Prince II, retired Brig. Gen., U.S. Army, and director, Center for Ethical Leadership at the University of Texas "In Extremis Leadership helps us appreciate what is essential for leadingmdash; whatever the field." mdash;Michael Useem, professor of management, the Wharton School, and author of *The Go Point* "This book will help students grow and develop their own philosophies of leadership." mdash;Brian Barefoot, president, Babson College