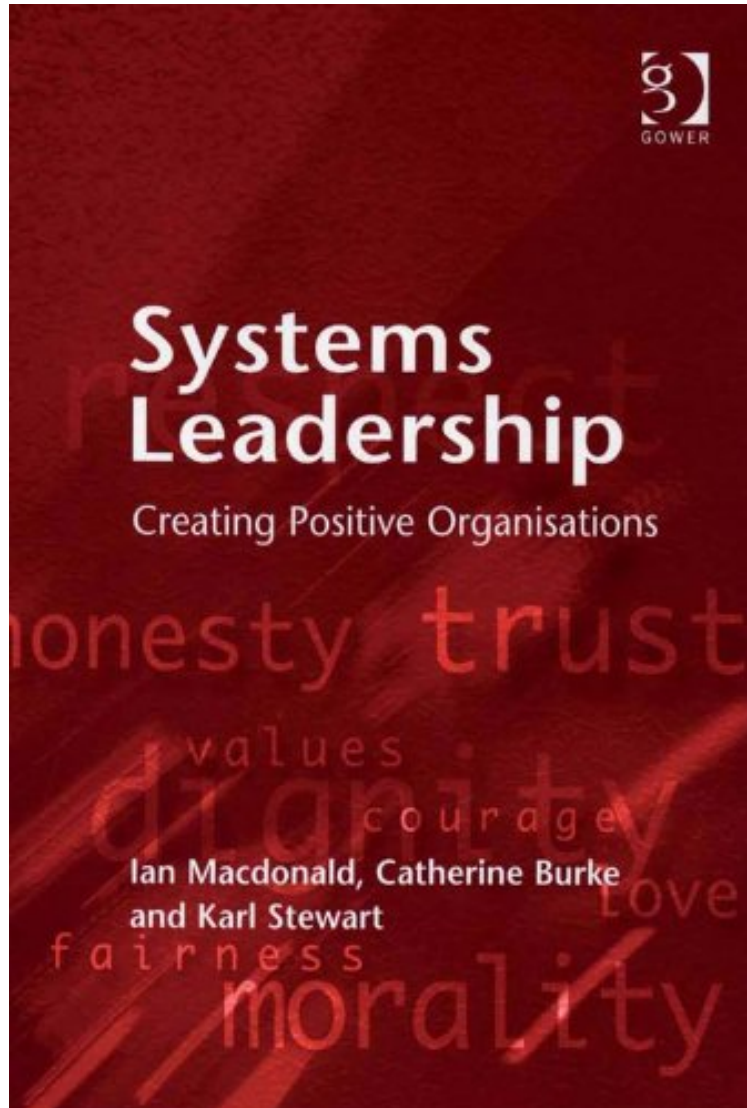



# Systems Leadership: Creating Positive Organisations

*Ian Macdonald, Catherine Burke, Karl Stewart*  
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**Ian Macdonald, Catherine Burke, Karl Stewart : Systems Leadership: Creating Positive Organisations** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Systems Leadership: Creating Positive Organisations:

0 of 0 people found the following review helpful. Excellent, experience based leadership approach that brings real resultsBy Gerard UijtendaalA must read for leaders who are struggling with the question how their organisation, and particular managers, adds value. Valuable insights and first hand experience makes this the number one book that really helps organisations and people to change and improve their behaviour, while demystifying leadership.0 of 0 people found the following review helpful. A seasoned and proactive way, to drive and lead, disciplined and

demonstrable impact on businessBy HumbertoA seasoned approach and a proactive system to drive and lead organizational effectiveness with clear a demonstrable impact in the bottom line. For commodities industry, specifically miningmetals, the anglosaxon experience included as previous testimony, should be a credential for future endeavours.Regards.humberto.fernandois@gmail.com6 of 7 people found the following review helpful. Pragmatic and insightful -- good referenceBy jwThis is a very readable and pragmatic book for anyone interested in understanding how people contribute to the organization's ability to act intelligently, learn, and produce results.The book exemplifies "knowledge for action" in the sense that Chris Argyris used that term. The reader will pick up insights that are immediately useable and lay the groundwork for a powerful gestalt.The authors focus on how all the puzzle pieces of the organization not only fit together but interrelate. The book is organized so the reader can focus on a particular area of interest, find just enough theory to prepare for a more practical examination, and read about real-world examples. The reader is not bogged down in theoretical details, and does not follow a recipe. Instead, he or she is given enough guidance and freedom to build up knowledge from a personal perspective.Using a background of Elliott Jaques' stratification theory, the book examines how people interact with situations to accomplish work and produce results, why they succeed or fail, and how and why individual and organizational learning occur (or not).The book is richly cross-referenced so the individual can examine a concept across topics, and it has an excellent index.I highly recommend this book for any manager or student of management who is interested in learning organizations, strategy, personnel management, and knowledge management.

This book is concerned with how people come together to achieve a productive purpose. Human survival has always depended upon our ability to form and sustain social organisations. People have a deep need to be creative and to belong. By creating positive organisations we can fulfil these needs and build a worthwhile society.Such organisations do not occur by chance; a positive organisation is created by the hard work of leaders and members and influenced by the way the organisation is designed, especially its systems. All this needs to be based on an understanding of sound, general principles of behaviour.This book outlines that work; how to build a positive organisation in terms of general principles and practical examples. Understanding and applying this work requires discipline (not dogma) and creativity. The authors show the significant positive results that can be achieved and detail a range of case studies. Unlike some books which are based on goals, objectives or visions this book concentrates on how this can be achieved. The authors observed and engaged with what good leaders and members actually do and have endeavoured to distil the essence of productive relationships based on core, human values.This work has been applied in businesses, social service agencies, hospitals, city governments, national governments, armies, churches, public utilities, indigenous communities, schools and other unique organisations. It is intended to help leaders create more humane and productive organisations that can both meet their objectives and improve the human condition. It does so by presenting a coherent theory exemplified by numerous cases and practical experience. As more than one leader has commented, 'this stuff actually works'.The CD supplied with the book contains 11 case studies which look at the application of systems leadership techniques in a range of organisational contexts.

'Like most leaders, I have initiated many changes in organizations - some were successful and others were disasters! While the changes may have been ultimately achieved, it was more trial and error, with loss of time, human capital and leadership trust. This book revolutionized my approach to leadership and cultural change. It is a 'how-to', providing the requisite roadmap with many practical tools for the leadership tool belt to help transform efficiently any organization. Having worked across several mining and metals industries and in countries from the United States, to Wales and Russia, these tools transcend all cultures providing common, practical people-based concepts that will stay with you for a lifetime. This material is not 'rocket science' - it is a refreshing reinforcement of the common sense behaviors all leaders must have to be successful, but may have lost in their search for the 'quick fixes' or 'silver bullets.' --Wayne R. Hale, Senior Vice President, Upstream SUAL-Holding, Moscow, RussiaI have been eagerly awaiting 'Systems Leadership (McDonald. Et. Al)'. The theoretical understandings and tools developed by the authors have long been central to my work. 'Systems Leadership' however exceeds my expectations. It greatly extends my understanding. While I will use system leaderships as a seminal text as a school leader, I realise anyone fair dinkum about leadership or organisational effectiveness, no matter the size or context of their organisation, will also benefit. I needed this book. I will use it, because I know the material works.' Don Anderson, Tagai State College, Australia 'This work is based on a multitude of practical experiences where the sustainable benefits from implementing the methodology have been very significant . ... Experienced Leaders will recognise much of this material as a good fit with their intuitive understanding of how they have achieved success in the past . The value of this work is the ability to standardise this insight and to develop a new generation of leaders with confidence in a positive outcome both for them and the organisation.' Oscar Groeneveld, Chief Executive , Rio Tinto Aluminium 'This book is a must read for those who want to attain sustainable competitive advantage as the world moves away from industrial relations systems to human relations models. It helps build the prerequisites for an organisation to link its human systems to the business model (and vice versa). CEO's, executives, boards, policy advisors and academics should read it if sustainable

productivity improvement is on their agenda. After all, multi factor productivity is ultimately driven by labour productivity. Social process deserves the same degree of rigour that we traditionally apply to science, engineering etc. if we are to achieve the most challenging and rewarding work through proper and ethical concepts of leadership.'

David Murray, retired CEO of Commonwealth Bank and Chairman, Future Fund 'Systems Leadership is some of the most important work ever written with respect to understanding and improving organisations and their culture, irrespective of size or type. For those of us in the business of running companies, advising to executive teams or boards, Macdonald provides the ability to predict with absolute certainty the effect of management initiatives, well meaning or otherwise, on the organisations culture and employee relations. It provides a framework for the design of your organisation and people systems. Virgin Blue Airlines, voted Worlds Best low cost airline in 2004 and 2005, continue to use Systems Leadership theories to guide the rapid growth of our business and maintain our unique guest service experience. I cannot recommend the practical importance of this work more highly to those serious about sustaining an effective executive career.' --Bruce Highfield, General Manager People and founding executive team member, Virgin Blue Airlines Ltd'Systems Leadership provides a unique perspective on the social building blocks that need to be put in place for businesses to be positioned to deliver success. It doesn't promise miracles, it provides a framework for leaders to create an environment in which people are encouraged to fully utilise their capabilities to deliver a successful organization. MacDonald et al have refreshingly acknowledged there are no shortcuts or silver bullets to delivering performance. Leaders must understand the world in which they exist and provide appropriate context for the teams they lead....don't read this book if you don't have the courage and perseverance to lead change. Our business is people and we will ultimately be measured as leaders by the results people deliver.' --Mark Cutifani, Executive Vice President and Chief Operating Officer - CVRD-Inco

About the Author Dr Ian Macdonald is founder and director of Macdonald Associates, an international organisational development consultancy. Dr Catherine Burke is Professor at the School of Policy Planning and Development, University of Southern California, USA. Karl Stewart has held various management roles including Managing Director of Comalco Smelting (now Rio Tinto).