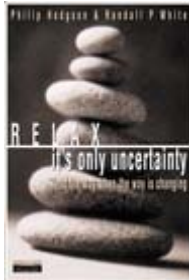


Relax, It's Only Uncertainty: Lead the Way When the Way Is Changing



Philip Hodgson, Ashridge Management College
Randall P. White, Executive Development Group

© Copyright 2001, 256 pp.
Cloth format
ISBN: 0-273-65241-9

Back Cover Copy

For executives, nothing's more stressful than uncertainty—and in the 21st century, nothing's more certain, or unrelenting than uncertainty. This inventive, interactive book doesn't merely show you how to cope. It shows you how to thrive—by helping you master breakthrough approaches to leading the way, no matter how "the way" changes.

World-renowned leadership consultants Randall P. White and Philip Hodgson present a complete, hands-on program for becoming an outstanding leader in a world of uncertainty. They identify the attributes and skills possessed by leaders who've proven successful in highly uncertain environments; show how to analyze your own uncertainty skills; and present specific techniques and exercises for improving the way you lead through uncertainty. White and Hodgson show how to make the most of your innate curiosity, focus, persuasive ability, and energy, as you become increasingly comfortable with ambiguity, confident about change, open to discovery, and at ease with the new realities of

business.

Table of Contents

Acknowledgments.

Prologue.

Introduction.

Welcome to uncertainty. Start with behavior. Leaders, leaders everywhere. The real work of leadership is embracing ambiguity. Where are the role models? Why relax?

1. How old is new?

It's what you do, not what you meant to do. Who are we writing for? Finding answers to the questions. Send in the metaphors. Two kinds of ambiguity and uncertainty. The real work of leadership.

2. The real change saloon.

Damaging illusions from the twentieth century. The ABCs of enhancement. The MBE of action.

3. What are Enablers?

What does each Enabler do? Are some Enablers more important than others?

Enabler 1. Motivated by mysteries.

Motivated by what? Mystery-Seekers are. Signs of Mystery-Seekers. Case study. What happens if no one is motivated by mysteries? Difficult learning. Links with other Enablers. How to be more motivated by mysteries. Explore and expand.

Enabler 2. Be risk tolerant.

What is risk? Risk-Tolerators are. Signs of Risk-Tolerators. Case study. What happens if no one wants to tolerate risk? Links with other Enablers. How to be more risk tolerant. Explore and expand.

Enabler 3. Scan ahead.

Polish up your personal radar. Future-Scanners are. Signs of Future-Scanners. Futurists. Deep drillers. Case study. What happens if no one scans ahead? Where's the vision? How to enhance your future-scanning. Explore and expand.

Enabler 4. Tackle tough issues.

It isn't interesting if it isn't challenging. Tenacious Challengers are. Signs of Tenacious Challengers. Motivated by challenge. Tenacious. Case study. What happens when no one wants to tackle tough issues? Links with other Enablers. How to enhance your ability to tackle tough issues. Explore and expand.

Enabler 5. Create excitement.

Who's having fun? Exciters are. Signs of Exciters. Enthusiastic. Invigorating. Case study. What happens when no one creates excitement? Links with other Enablers. How to create more excitement. Explore and expand.

Enabler 6. Be flexible.

Flexible Adjusters are not rigid. Flexible Adjusters are. Signs of Flexible Adjusters. Making on-line adjustments. Sell change. Case study. What happens when no one is flexible? Links with other Enablers. How to be more flexible. Explore and expand.

Enabler 7. Be a simplifier.

Making the complex simple. Simplifiers are. Signs of Simplifiers. Essence detectors. Clarifiers. Interpreters. Case study. What happens when no one acts as a Simplifier? Links with other Enablers. How to be a better Simplifier. Explore and expand.

Enabler 8. Be focused.

What won't we do today? Focusers are. Signs of Focusers. Case study. What happens when no one focuses? Links with other Enablers. How to be better focused. Explore and expand.

4. What are Restrainers?

How can I find out how well I am doing?

Restrainer 1. Having trouble with transitions.

What problems will being a Poor Transitioner bring me? Poor Transitioners are Signs of Poor Transitioners. Case study. How to become better at managing transitions. Explore and expand.

Restrainer 2. Not motivated by work.

Are you a Wet Blanket? Wet Blankets are. Signs of Wet Blankets. Case study. How to throw off the Wet Blanket. Explore and expand.

Restrainer 3. Fear of conflict.

Do you avoid conflict? Conflict-Avoiders are. Signs of Conflict-Avoiders. Case study. How conflict avoidance reduces effectiveness. How to reduce your aversion to conflict. Explore and expand. Introduction to Restrainers 4 and 5. Who did you confuse today - yourself or someone else?

Restrainer 4. Muddy thinking.

You may be confusing yourself. Muddy Thinkers are. Signs of Muddy Thinkers. Case study. Get rid of the mud! Explore and expand.

Restrainer 5. Complex communication.

Did you confuse someone else today? Complex Communicators are. Signs of Complex Communicators. Case study. How to make the complex seem simple. Explore and expand.

Introduction to Restrainers 6 and 7.

Did I miss something?

Restrainer 6. Hooked on detail.

Could you be more precise, please? Detail Junkies are. Signs of Detail Junkies. Case study. How to treat the Detail Junkie habit. Explore and expand.

Restrainer 7. Narrow-band thinking.

Why didn't I think of that? Narrow Thinkers are. Signs of Narrow Thinkers. Case study. What to do about narrow thinking. Explore and expand.

Restrainer 8. Tethered to the past.

How good and how old were the "good old days?" Repeaters are. Signs of Repeaters. Case study. How not to become too tethered to the past. Explore and expand.

5. Leadership—the ne(x)t generation.

How will more leadership theory help me? Take me to your leader. Leaders were born, but now they're grown. War Office WOSBIES. The task and the people. Situational solutions. I have a dream. A new leadership style—learning leadership. Beam me up, Scotty. Toward a comprehensive leadership map. Do leaders manage or do managers lead?

6. Field notes from the front line.

The uncertainty of the new. The responsibility of the new.