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21 Leaders for The 21st Century

Fons Trompenaars

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HOW INNOVATIVE
LEADERS @ MANAGE IN
THE DIGITAL AGE

FONS TROMPENAARS AND
CHARLES HAMPDEN-TURNER

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Fons Trompenaars : 21 Leaders for The 21st Century before purchasing it in order to gage whether or not it would be worth my time, and all praised 21 Leaders for The 21st Century:

1 of 1 people found the following review helpful. Tom Peters step asideBy David C. Wigglesworth, Ph.D.My introduction to formalized leadership came during the Korean War, as I served as an instructor in the U.S. Army Infantry Leadership Course at Ft. Dix, NJ. There it was a pretty cut and dried formula with no opportunity for innovation. In the ensuing years leadership innovations have leaped into the spotlight with ever increasing frequency. Hardly a year goes by without some professor or management guru promulgating the latest leadership theory and its applications. In my reading of this literature, I find that many, if not most, of them offer little of substance and seem to focus on providing panaceas that seldom seem to be applicable to my or my clients' situations. They enjoy waves of popularity and then like the old soldier just fade away to be replaced by the next new popular leadership theory. Well, Tom Peters et al can step aside. The dynamic duo of Trompenaars and Hampden-Turner clearly demonstrate what

effective managers need to learn to lead their organizations into the digital age. Rather than offering universal applications, these authors examine the nature of effective leadership in some depth. In specific situations they review the dilemmas of management and provide hardcore examples of how to reconcile fundamental issues of leadership. Utilizing their base data from thousands of surveys of leaders and followers around the world and with their seven dimensions of cultural competence they have interviewed global leaders as they cope with the dilemmas of leadership. Rather than presenting seven or more essential habits, they focus on how these leaders reconcile differences to attain more effective management. The authors suggest that business cultures are different, and that because business is run differently around the globe, we need different managerial and leadership competencies. What they call transcultural competence is their way of bridging those differences. It is a logic that tends to unify differences and that delineates the manager from the leader and the successful leader from the unsuccessful one. They call for a new way of thinking. Through-Through thinking is beyond either-or and even and- and thinking in that it synthesizes seemingly opposed values into coherence. Thus the main theme throughout this book is that effective leaders reconcile value dilemmas better than those who don't. In in-depth interviews with 21 business leaders that run the range from Richard Branson of Virgin through the former Russian Prime Minister Sergei Kiriyenko, to corporate leaders throughout the West, we see the applications of transcultural competence through the use of the authors' seven dimensions: rule-making vs exception finding, that is universalism vs particularism; self-interest and personal fulfillment vs group interest and social concern, that is individualism vs communitarianism; preference for precise, singular, "hard" standards vs preference for pervasive, patterned, "soft" processes, that is specificity vs diffusion; emotions inhibited vs emotions expressed, that is neutral vs affective; status achieved through success and track record vs status ascribed to person's potential such as age, family, education, that is achievement vs ascription; control and effective direction comes from within vs control and effective direction comes from outside, that is inner-directed vs outer-directed; and time is conceived of as a "race" with passing increments vs time is conceived of as a "dance" with circular iterations, that is sequential vs synchronic. While not all of the 21 leaders address all of the above factors in their corporations, we do see that a number of these dimensions occur in varying issues of each organization. They include Kiriyenko working to reconcile dilemmas at the Nizhny Novgorod Oil Company (NORSI) such as that of inner direction (young Russians) vs outer directed (older Russians) or that of cronyism vs new rules or universalism vs particularism. Philippe Bourguignon of Club Med working to reconcile the dilemma of the unique, seamless, personalized vacation vs the reliable, affordable, segmented, standardized holiday with the specific ingredients going into the making of diffuse experiences. Other examples of the reconciliation of dilemmas appear in such case studies as: creating a hyperculture with Martin Gillo of Advanced Micro Devices; recapturing the true mission with Christian Majgaard of Lego; the balance between market and product with Anders Knutsen of Bang and Olufsen; keeping closer to the customer with David Komansky of Merrill Lynch; and much more. Each of the case studies in the book offers rare insights into how the dilemmas of leadership can be met and how transcultural competence can be applied to leadership in the digital age. To quote the book itself: "The central premise that evolved is that the propensity to reconcile seemingly different contradictory values is the key competence behavior required for a leader to be effective in today's digital world." This is a fascinating spellbinding text blending the intercultural dilemmas of management with the reconciling forces of leadership to create innovative leaders. The examples from 21 business leaders prove again and again that Trompenaars and Hampden-Turner have hit enough nails on the head to build a solid model for the future. David C. Wigglesworth an interculturalist is a management and organization development consultant and is president of D.C.W. Research Associates International in Kingwood, Texas. He can be reached at 281-359-4234 and dcwigg@earthlink.net. 4 of 4 people found the following review helpful. Understanding dilemmas By Bill Godfrey Charles Hampden-Turner and Fons Trompenaars have been collaborating for many years to develop an understanding of how different cultures approach and resolve problems and the cross-cultural issues that arise from it. In the course of this collaboration they have developed a formidable database of responses from managers around the world, and a 'dilemma methodology' which they use to demonstrate how superior results flow from the way in which dilemmas are managed and resolved. This book is a direct successor to a series of books by one or both authors, which develop the methodology and its application. This one applies it to the question of effective leadership, and makes a valuable contribution to a generally overcrowded field. In particular, it adds to understanding of the particular skill of an effective leader and also helps to build an operational understanding of what is meant by 'managing a culture'. The book can be read and used without reference to the earlier works, but Building Cross-Cultural Competence is particularly useful in providing an extended statement of the principles and dimensions summarized in the first 2 chapters of 21 Leaders. The nine opening pages of the Introduction provide a succinct overview of the main thesis, described as a 'metatheory of leadership'. They argue that leaders 'manage culture' by fine-tuning and reconciling dilemmas and that that culture then runs the organization. Outstanding leaders are particularly adept at reconciling dilemmas - they make the necessary distinctions yet integrate them into a viable whole. The authors conceptualise apparently opposed values (eg individualism versus communitarianism) as being the opposite ends of a continuum and the test of successful reconciliation being that both values should emerge stronger from the interaction. The book and most of the examples are based on issues of cross-cultural in the sense of cross-national values, but the principles

apply equally wherever there is a potential clash of values - for example in a merger or a major program of change. Through expanding their methodology and showing how it applies in a wide range of complex situations the authors seek to help leaders: "Elicit and become aware of major business dilemmas in cross-cultural environments See dilemma resolution as a crucial ingredient of strategy Utilize dilemmas as strategic contexts for action Learn the art of achieving one value through another in a virtuous circle (a process known as through-through thinking) Learn how transnational entrepreneurs take their stands (preneur) between (entre) contrasting values." Much of the book is devoted to case studies of the 21 selected leaders. These are not all the 'usual suspects' of the management literature, but include a former Russian Prime Minister and the heads of companies in a variety of industries and from a range of nations. Each is well-written and argues its particular points in a way that gives depth to the main thesis of the book. 1 of 1 people found the following review helpful. One of the 21 books to read for the 21st century By A Customer This book should be read by everyone from young adults to senior executives. As a lay person, not only did I understand how to be successful in the business world, but how to improve my own life. The pages provided me with a fresh insight into leadership; one is not born as a leader, rather one must use leadership skills. Although this book provides examples with well known figures, it also points towards lesser known, but amply talented, leaders. However, albeit how successful some of these people are, some stories serve to remind us that even leaders cannot escape their own humanity. I loudly applaud Trompenaars and Hampden-Turner for giving me the tools to make my way through the 21st century!

With a client list that includes Motorola, Daewoo, ATT, and Volvo, Fons Trompenaars and Charles Hampden-Turner are considered today's most knowledgeable, innovative management consultants. In *21 Leaders for the 21st Century*, they tap into the wisdom of high-performing leaders from around the globe; from Michael Dell to Richard Branson; who candidly discuss their own views and experiences in analyzing and solving business dilemmas. More than just a prescriptive list of leadership skills, this invaluable guide uses case studies, examples, charts, tables, and graphs to show today's business leaders how to: Understand; and act upon; the 7 major dilemmas of leadership Identify major business dilemmas in the transnational community Implement strategies for sustaining emerging entrepreneurship

"this is an important book" (Business Life, September 2001) From the Inside Flap What makes a great leader in the new world of business? What are the key attributes of great modern leaders? What can you learn from the greatest leaders in the world? Is the business world entering a new leadership era? Are new leadership skills necessary to compete globally? Fons Trompenaars and Charles Hampden-Turner reveal in *21 Leaders for the 21st Century* that the leaders of global corporations are beset by a series of dilemmas, pairs of conflicting propositions that clamour for their attention. Successful leadership depends on the capacity to integrate these demands and create powerful strategies that unite them. Trompenaars and Hampden-Turner have studied and interviewed hundreds of chief executives around the world and a striking pattern has emerged. Transcultural competence and the ability to integrate seemingly opposed cultural values are among the most important skills of the corporate leader. Business results improve immeasurably when leaders are aware of, respect, and celebrate cultural diversity within their organization. Great leaders actively manage the complexity and ambiguity of their environments and are determined to benefit from the vast opportunities and advantages presented by cultural variety. For corporate leaders this awareness is a critical component of long term success. *21 Leaders for the 21st Century* redefines leadership. Trompenaars and Hampden-Turner tap into the wisdom of high-performing leaders from around the globe, from Michael Dell to Acer's Stan Shih and from Richard Branson to Russian politician and banker, Sergei Kiriyenko. These business giants candidly reveal their personal experiences of business dilemmas. *21 Leaders for the 21st Century* uses these important insights into the nature of leadership to show today's managers how to understand and use the seven dilemmas of leadership. From the Back Cover A Leadership Beliefs of Michael Dell, Richard Branson, Edgar Bronfman, and Other Global Innovators 21 Top Business Leaders Share Their Vision; and Explain Their Strategies; for Successful Leadership in the New Economy Leadership is more than just a skill or technique. It is a style, a mindset. Exceptional leadership provides the capacity to reconcile contrasting players and objectives and turn them into a single, powerful system; with the ability to function cooperatively and learn from its own activities. *21 Leaders for the 21st Century* goes beyond rote skill sets and systems to examine how 21 of today's most accomplished global leaders have confronted; and overcomes; major dilemmas in building their businesses and guiding their careers. Leading international management consultants and authors Fons Trompenaars and Charles Hampden-Turner join with a cross section of today's most respected experts of business and academia to analyze the successes of leaders including: Michael Dell; Dell Computers Richard Branson; Virgin Karel Vursteens; Heineken Hugo Leveckes; ABN AMRO Mark Moody-Stuart; Royal Dutch Shell Stan Shih; Acer Computers Jim Morgans; Applied Materials To understand effective leadership, you must first understand the behaviors of effective leadership. *21 Leaders for the 21st Century* is the first book to examine cutting-edge leadership attitudes; by focusing on today's most visionary leaders; and outline a dramatic and innovative

leadership process for succeeding in the new economy. "Driving change in your own organization is hard enough; driving change in other organizations is nearly impossible. But we believed and still believe that the Internet will become as pervasive as the phone. We know it was too important to our business and potentially to our customers' businesses to wait for them to figure it out for themselves."shy;shy;Michael Dell, Chairman and CEO, Dell Computers

Michael Dell has a head start on leadership in the 21st century. Dell has discovered that leadership is much more than just what you do; it is who you are, and how you manage major business dilemmas in an increasingly diverse marketplace. In the seminal *21 Leaders for the 21st Century*, authors Fons Trompenaars and Charles Hampden-Turnershy;shy;in collaboration with their colleagues at THT Intercultural Management Consultingshy;shy;propose and validate that the essence of leadership is in the resolution of universal dilemmas. Using the personal experiences of a remarkable and diverse group of world-class leaders, this pioneering guide provides a global roadmap for observing, evaluating, and learning from successful leadership behaviors in action. "You should never go into an industry just with the purpose of making money. One has to passionately believe it is possible to change the industry, to turn it on its head, to make sure it will never be the same again. With the right people and with that conviction, anything is possible... Of course, this is not pure altruism shy; there's a profit to be made too."shy;shy;Richard Branson, Founder and CEO, Virgin Interviews and case studies paint a stunning portrait of effective, intuitive, 21st-century leadership: Edgar Bronfman forces Seagram to confront the "new sobriety"shy;shy;simultaneously transforming its values and reengineershy;shy;its processes David Komansky of Merrill Lynch successfully confronts competitors that are unbundling his firm's cash cow investment services and offering them at dramatically lower rates Anders Knutsen rescues Bang Olufsen by combining its renowned tradition of immaculate audio design and engineering with modern efficiencies and production technologies Central to effective leadership is the act of shoulderingshy;shy;and resolvingshy;shy;numerous conflicting dilemmas. *21 Leaders for the 21st Century* shows how a select group of today's most accomplished leaders has succeeded at resolving distinct and dissimilar dilemmas while, at the same time, integrating the disparate solutions into a viable whole. The result is a wholly newshy;shy;and newly energizingshy;shy;treatment that redefines the roles of corporate leadership for the next generation of global leaders.