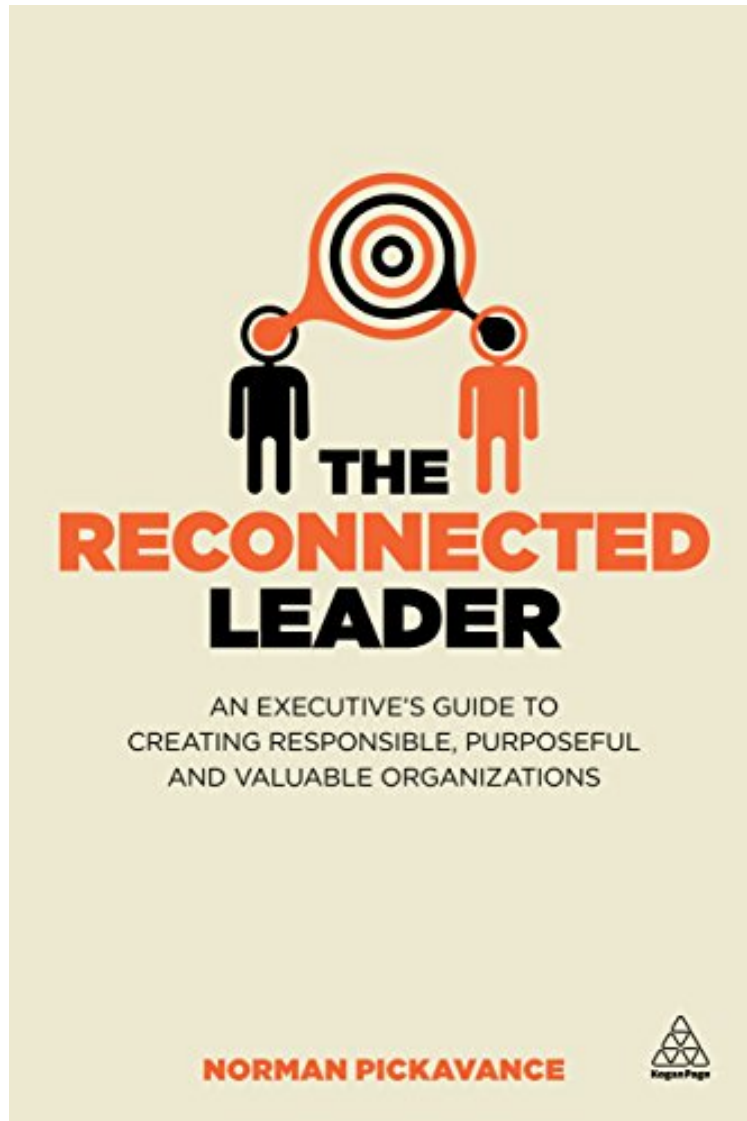


[Download] The Reconnected Leader: An Executive's Guide to Creating Responsible, Purposeful and Valuable Organizations

# The Reconnected Leader: An Executive's Guide to Creating Responsible, Purposeful and Valuable Organizations

*Norman Pickavance*

*ePub | \*DOC | audiobook | ebooks | Download PDF*



#3488731 in eBooks 2014-12-03 2014-12-03 File Name: B00QIZUH3Q | File size: 50.Mb

**Norman Pickavance : The Reconnected Leader: An Executive's Guide to Creating Responsible, Purposeful and Valuable Organizations** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Reconnected Leader: An Executive's Guide to Creating Responsible, Purposeful and Valuable Organizations:

0 of 0 people found the following review helpful. FocussedBy DarrenIngram\_dot\_com All business leaders want to

believe that they lead responsible, valuable companies with a purpose, don't they? Social responsibility and many other buzzwords proclaiming how companies are environmentally friendly, invest in their workforce and so on are abound. Yet is this a sham in many cases? Perhaps the sad, inevitable truth is that many if not most companies are out of touch, disconnected from reality. The author suggests they are "cut off" and we are witnessing a major change, a period of uncertainty and yet many are marching blindly into the storm. Here the author sets out to help, attempting to identify and understand the changing situation whilst trying to identify an action plan for change. If understanding the really complex, global picture is hard enough, then trying to interpret it and look forward is something else. The author is only one man, yet you have to start somewhere. This is not a light read. It is a serious subject that can't be distilled into one book and directed by one person. Yet it is a thoughtful assessment of a truly massive, possibly scary situation that has the real and serious chance of changing life as we and certainly our children will know it. It does not appear to be a hysterical false prophecy. There is no magic bullet, solution or secret sauce to take and all our problems will be over. The author gives an eight-step process for more ethical and interconnected management that may help manage the change, creating a shared sense of purpose, responsibility, enterprise and value along the way for our global corporate citizens. Even if you don't subscribe to the wider views taken by the author — or can't out of sheer ignorance or uncertainty — you might still be able to take a lot away from this book by implementing the change in your own little world, within your own company and perhaps within your private life. The change need not be traumatic but it can be potentially beneficial. It can be a worthy read, to help form an opinion or counterpoint. It is written in a fairly "adult", focussed way with a mass of citations and bibliographic references so that you can dig deeper as required. There is no free tinfoil hat with this book. Put it another way. You don't have anything to lose by reading it. You might have a lot to gain in so many different ways. You will look at things differently, whether right or wrong, and you won't be a lesser person because of it. Should change be necessary, it will require a wave of change. It may all start with a few people.

0 of 0 people found the following review helpful. "Get real or you're toast." Lancelot Fahrquart By Robert Morris Thinking about reconnection presupposes a previous connection. That is the approach by which Norman Pickavance frames his thoughts and feelings about how to create "responsible, purposeful and valuable organizations" by reconnecting those who lead them with new, unprecedented realities in what has become a volatile global marketplace. Executives and organizations can indeed "lose their way," forgetting or replacing values, behaviors, and alliances that once helped them to achieve success. I agree with Pickavance: "The tide has turned. Changes in our economic, technological and environment ecosystems have unleashed unprecedented forces, dragging society by invisible rip tides into a great sea of uncertainty. Leaders of our largest institutions increasingly cut off from what is going on around them. We are witnessing a sea change. When eras change, the choreography of events no longer follows the narrative we are accustomed to. Everything seems disjointed as we are bombarded by conflicting signals." "What to do? How to do it? To paraphrase Buffalo Springfield: "There's something happening here What it is ain't exactly clear There's a book by Pickavance there Telling me I got to beware I think it's time we stop, children, what's that sound Everybody look what's going down" As I began to read his book, I was again reminded of another, True North: Discover Your Authentic Leadership, in which Bill George observes that authentic leaders are first and foremost authentic human beings. For me, this is his key point and because it seems so obvious, it may also seem simplistic. On the contrary, he has cut through all the rhetoric and urges his reader to examine her or his own core values. For most of us, that is an immensely difficult, sometimes painful experience. It is noteworthy that, in The Inferno, Dante reserves the last and worst ring in hell for those who, in a moral crisis, preserve their neutrality. Throughout all manner of organizations, there are women and men who are authentic leaders and should be commended. The reality is, their own organizations need more of them. Indeed, all of us in our global community need more of them. In his subsequent book, Authentic Leadership, George challenges us to join their number as does Pickavance. I agree with Pickavance that "the trust that once oiled the wheels of commerce - the trust that is the key for risks to be taken - is being drained out of the system, like oil from a gearbox. Gears that once moved smoothly now grind and grate upon each other. When trust has gone, business runs on a less efficient basis; customers never become loyal [much less 'evangelistic']; employees never fully commit; organizations continue to function but the creativity, passion, and joy of working together with people in a joint endeavor disappear." As William Butler Yeats once observed in his poem, The Second Coming, "Turning and turning in the widening gyre The falcon cannot hear the falconer; Things fall apart; the centre cannot hold; Mere anarchy is loosed upon the world, The blood-dimmed tide is loosed, and everywhere The ceremony of innocence is drowned; The best lack all conviction, while the worst Are full of passionate intensity." These are among the dozens of passages of greatest interest and value to me, also listed to suggest the scope of Pickavance's coverage through Chapter 06: o Re-imagining leadership: A recurring phenomenon (Pages 8-14) o A framework for "reconnected leadership" (16-19) o Are we learning the right lessons?: Banks (28-30) o Why competitive pressure crowds out ethical policies (33-35) o Engineering out human connections Fragmenting performance (45-47) o Fragmenting performance (48-53) o The downsides of a digitally enhanced corporation (55-57) o Introduction: The arrival of the connected era (65-67) o The power of purpose: Are you a Mode 1 or Mode 2 organization (70-72) o The five principles of a purpose-driven business (89-90) o Eight steps to reconnected leadership:

Purpose (95-97) o Positioning: The six leadership practices (99-100) o Speaking truth to power (113-116) o Eight steps to reconnected leadership: Governance (119-121) o Step 3: Creating reconnected cultures (125-133) Note: This passage includes mini-case studies:- Create: A social enterprise to help people get their lives back- Gore-Tex- Morning Star- Zappos Connected talent environment: The power of many (136-138) o Eight steps to reconnected leadership: workplace environment (145-149) In this volume, Norman Pickavance provides an abundance of information, insights, and counsel that can help leaders in almost any organization - whatever its size and nature may be - to develop reconnected leadership at all levels and in all areas of the given enterprise. The eight-step process he proposes will meanwhile help to establish a workplace culture within which personal growth and professional development are most likely to thrive. This book is a brilliant achievement. Bravo! Those who share my high regard for it are urged to check out Bill George's aforementioned True North, written with Peter Sims, as well as James O'Toole's The Executive's Compass and Tim Richardson's The Responsible Leader: Developing a Culture of Responsibility in an Uncertain World.

The global financial crisis, a scandal-ridden business world and a deeply unstable business environment: all of it means that trust in businesses, and business leaders, is at an all-time low. At the same time, global supply chains in major corporations have become more complex and exposed to risks, as organizations have sought to make use of cheaper production opportunities in poorer countries, leaving their global brands exposed to uncertain practices around the world; we are in need of a new kind of leadership. There is a growing disconnect between the way large corporations would like to see the world and what is happening in reality, and the problem lies at least partly in the way that these organizations are being led. The Reconnected Leader evaluates the current situation and sets out an eight-step model to implementing new leadership practices that help managers reconnect with their teams and reset the relationship the business has with all its stakeholders. It is up to leaders to set long-term goals that, if achieved, will create lasting value for businesses and for the communities they serve. Drawing on case studies from international organizations and a sound theoretical underpinning, thought leader Norman Pickavance argues that the solution lies with leaders. The Reconnected Leader invites readers on a journey to rediscover the true purpose of their business and find more innovative leadership solutions that integrate the challenge of long-term societal needs and short-term financial results.

"Pickavance tackles the growing 'disconnection' between business leaders and the wider world in which they operate. And the man behind the Labour party's report into zero-hours contracts doesn't pull any punches, touching on the growing gulf between boards and stakeholders, executive pay, ungovernably large supply chains and the two-tier UK labour market...it's certainly a galvanizing read. Pickavance writes with passion and his business background gives him credibility. It should be required reading for leaders." (HR Magazine) "Pickavance, former HR director of Morrisons and now at Grant Thornton, is a man on a mission: to put people back at the heart of business relationships. The Reconnected Leader is a barnstorming manifesto that hides a multitude of detail. He criticises the disposable workforces and distant execs that have become commonplace and urges a radical rethink: employee ownership, limited (but not non-existent) hierarchies and a new relationship with customers are just a few of the well-argued and convincingly sketched alternatives on offer in this intelligent read." (People Management) About the Author Norman Pickavance is a thought leader, experienced board operator and advisor, and social business commentator. He has held numerous high level and Director roles in international organisations including Fujitsu, Morrisons, Marconi plc and Diageo and has significant experience in delivering large-scale business turnarounds and advising businesses, government departments and not-for-profit organizations on people strategy, culture, talent and leadership. Identified as one of the most influential HR Directors in Europe, and has been a Non-Executive Director for several UK Government Departments. He is an Advisor to The Blueprint Trust, an innovative charity which promotes ethics, morality and accountability in business. He is currently National Director, People and Culture, at Grant Thornton LLP.