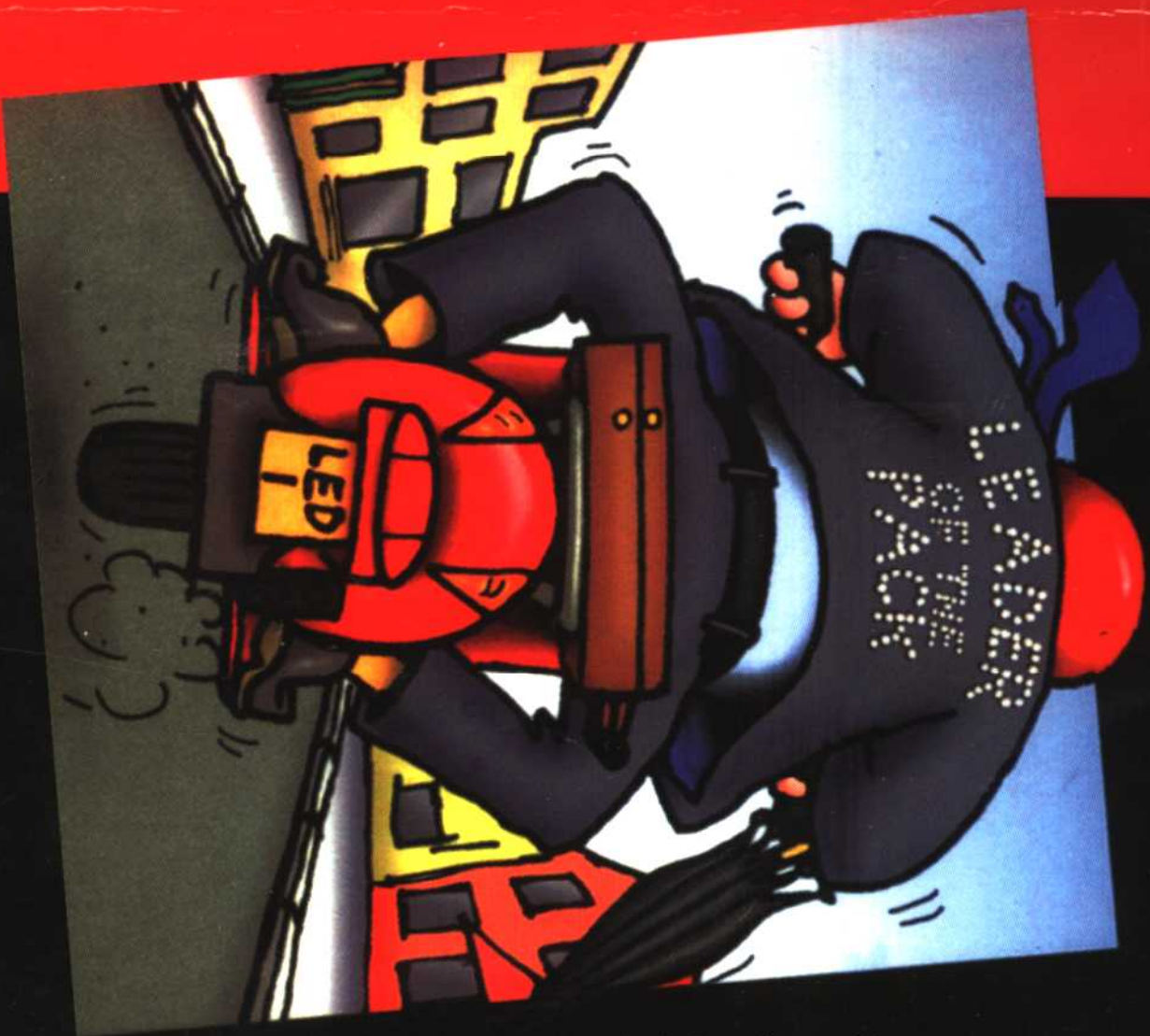


领导力

本书中的技巧和工具是为领导者而准备的，无论你在决策层、组织层，还是基层，都可以从中学习如何去激发、影响、应对各种变化，最终达到目标。

[英] Fiona Elisa Dent 著
田 洁 译

上海交通大学出版社



英汉对照管理袖珍手册

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本书为谁而写

如果你相信领导者不是天生的，而是可以并能够通过成长和发展而造就的，那么这本书就是为你而写的！

领导者存在于社会各阶层和组织机构的各个层次。一些当今最知名的领导者并不是出生于名门望族，注定要成为领导者的，如维珍的理查德·布兰森、微软的比尔·盖茨、前英国首相玛格丽特·撒切尔等都是奋斗成功的。他们都面临过挑战、变化和成败，也都坚持不懈，最终创立了自己独特的领导方式。他们都有一些共有的素质，但同样他们也是与众不同的人。

不管在何种情况下，作为一个领导者，你都必须了解领导力的基本原则，领导者的角色、成功领导者特有的技能，以及在如今的商务环境领导者需应对的一些挑战。然而，领导者最必须的技能可能是自我意识，即对自己的了解，了解自己作为领导者的优势和劣势，了解自己未来发展的方向。

在如今的社会和组织结构中，并不是只有那些处于领导地位的人才拥有领导力，这一观点已被普遍接受。我们经常会在一些意想不到的地方，看到一些意想不到的人表现出令人吃惊的领导才能，这说明领导才能会受到环境和条件的影响。每一个人都应了解自身的技术、能力和知识，以便在机遇来临时展示自己的领导能力。

WHO THIS BOOK IS FOR

This book is for YOU if you accept that leaders are not born into leadership. They can and do grow and develop!

Leaders exist in all walks of life and at all levels in organisations. Some of today's best known leaders were not born into great families destined for leadership positions: Richard Branson of Virgin, Bill Gates of Microsoft and Margaret Thatcher, ex UK Prime Minister, grew into their roles. They have all faced challenges, change, ups and downs, and have persisted to develop and create their own particular brand of leadership. They all have certain qualities in common but, equally, they are very different people.

As a leader in any situation you need to understand the basic principles of leadership, the role of the leader, the skills typical of the effective leader and some of the challenges facing leaders in today's business environment. However, perhaps the most necessary skill for any leader is self-awareness - to know about yourself, to realise what your leadership strengths and weaknesses are and in what directions you must continue to develop.

It is generally accepted that in current society and organisational life leadership is not simply reserved for those in assigned leadership positions. Frequently we experience amazing evidence of good leadership in surprising people and places, suggesting that leadership is often contextual or situational. All individuals should be aware of their skills, abilities and knowledge and take leadership opportunities when they arise.

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THE NATURE OF LEADERSHIP

领导力的本质

THE NATURE OF LEADERSHIP

DEFINITIONS



'Leadership means vision, cheerleading, enthusiasm, love, trust, verve, passion, obsession, consistency, the use of symbols, paying attention as illustrated by the content of one's calendar, out and out drama (and the management thereof), creating heroes at all levels, coaching, effectively wandering around, and numerous other things. Leadership must be present at all levels in the organisation.'

Tom Peters & Nancy Austin

'Leaders are put into the position of making judgements on the behalf of others.'

Jonathan Goelling - Director, Exeter Centre For Leadership

'A leader is a dealer in hope.'

Napoleon Bonaparte

'Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.'

Peter F Drucker

'Leadership is the process of influencing activities of an organised group in its efforts toward goal setting and achievement.'

R Stogdill

领导力的本质

定义



领导力意味着富有远见，鼓舞人心，充满热情、爱、信任、活力、激情、沉迷和执着，善于使用符号，从日志中可以看出其专注，彻头彻尾地戏剧化（管理中也是如此），懂得在各个层次创造英雄，善于培训，进行有效巡视，此外还有很多其他内容。每个组织的各个层次都必然存在着领导力。

汤姆·彼得 & 南希·奥斯坦汀

领导者即被要求代表别人作出判断的人。

乔纳森·高斯林，埃克塞特领导艺术中心 主任

领导者即满怀希望的参与者。
拿破仑·波拿巴

领导力是指在设定目标和取得成就的过程中影响组织活动的过程。

R·斯多格迪尔

有效的领导力不是指如何做演讲或者如何招人喜爱。领导力不是由某些特性决定的，而是由结果决定的。

彼得·德鲁克

THE NATURE OF LEADERSHIP

MY DEFINITION OF A LEADER



- 'Someone who inspires me, takes an interest in me as a person and who works with me and others to achieve a commonly shared vision or goal.'
- What is your definition?

领导力的本质

我对领导者的定义



• “领导者应该可以激励我,对我本人感兴趣,并能和我及其他人一起为一个共同的远景或目标而努力。”

• 你对领导者的定义是什么?

THE NATURE OF LEADERSHIP

LEADERSHIP - SOME OF THE THEORIES



There have been many theories, approaches and ideas about leadership which have been written about over the years - here are some of the most common ones:

- **'Leaders are born not made'** - a bit of an old fashioned ideal, largely borne out of the historical perspective of men (or women) being born to lead by right of birth.
- **Situational Leadership** - a theory developed by Ken Blanchard and Paul Hersey based on the idea that one's leadership style varies depending upon the situation and that the skills necessary are developable.
- **Charismatic Leadership** - focuses on traits, qualities and personality. While charisma is often regarded as a key quality necessary to be an effective leader, alone it is not enough.



领导力——一些理论



长期以来,关于领导力有很多理论、方法和观点——以下是一些常见的理论:



- “领导者是天生的而不是后天培养的”——这种理想化的观点有点陈旧、很大程度上是鉴于历史上那些生来即是领导者的人而得出的。
- “情景型领导艺术”——这个理论由肯·布兰查德和保尔·荷西提出,其基本观点为一个人的领导风格随不同情景而变化,所需的技能也可以相应发展。

- “魅力型领导艺术”——这种理论强调特性、素质和性格。尽管魅力是成为成功领导者所必须的关键因素,但仅凭魅力是不够的。

“交易型领导艺术”——在本质上等同于管理者。这种方法的一

● Charismatic Leadership - focuses on traits, qualities and personality. While charisma is often regarded as a key quality necessary to be an effective leader alone it is not enough.

● **Transactional Leadership** - similar in nature to the role of the manager. An important aspect of this approach is that the leaders have a very clear idea of their goals and objectives, which they communicate to their followers and then motivate them to achieve the targets.

● **Transformational Leadership** - this type of leadership focuses on the relationship between the leader and the followers. Typically, leaders who use this style have a strong self-awareness and use a range of soft skills to gain commitment from others.

● **Behavioural Leadership** - is all about what the leader does and how they are perceived to do it; in other words, the behaviours they use in day-to-day life.



“魅力型领导艺术”——这种理论强调特性、素质和性格。尽管魅力是成为成功领导者所必须的关键因素，但仅凭魅力也是不够的。

- “交易型领导艺术”——在本质上等同于管理者。这种方法的一个关键在于领导者对于他们的长期和短期目标有明确的认识，能将这种认识传递给其下属，并能鼓励其下属为目标奋斗。

- “变化型领导艺术”——这种领导风格强调领导者与下属的关系。通常，这种风格的领导者具有强烈的自我意识，善于使用各种“软”技能获得其他人的忠诚。

- “行为型领导艺术”——包含了领导者做些什么及在做的过程中，别人如何看待他们。也就是指他们的日常行为。



THE NATURE OF LEADERSHIP

LEADERSHIP TODAY



The six approaches commented on are a summary of just some of the more common leadership theories that have gained popularity in recent decades. Of the six mentioned those focussing on behaviours, skills and attitudes which are developable are the most favoured today, namely:

- Situational
- Transformational
- Behavioural

In other words, to be a leader you must be able to recognise what's required for the situation and for the people involved and be able to adapt your behaviour accordingly.