

# **The Extraordinary Leader Turning Good Managers Into Great Leaders By John Zenger Joseph Folkman**

**Joseph R. Folkman**

The Extraordinary Leader John H. Zenger, Joseph Folkman, 2002-08-15 Secrets for developing leadership and competitive advantage in any organization The Extraordinary Leader is a research-based book about leadership. It analyzes 200,000 assessments from 20,000 managers and presents new insights that demystify this complex subject. It clearly establishes the importance of developing great leaders versus being satisfied with merely good ones, and highlights the link between leadership behavior and an organization's performance. From the authors' research, a new model of leadership emerges that challenges long-held beliefs about leadership competencies. The authors identify 16 competencies that tower above all the others—the ones that separate great leaders from the average. One of the book's major breakthroughs is its focus on the importance of maximizing strengths as opposed to merely correcting weaknesses. Further, the importance of balanced strengths is introduced: when strengths are clustered in one area, the leader is less effective than he or she could be with strengths in different areas.

**The Extraordinary Leader: Turning Good Managers into Great Leaders** John Zenger, Joseph Folkman, 2009-06-07 People can learn how to lead. This was the position John H. Zenger and Joseph R. Folkman took when they wrote their now-classic leadership book *The Extraordinary Leader*—and it's a fact they reinforce in this new, completely updated edition of their bestseller. When it was first published, *The Extraordinary Leader* immediately attracted a wide audience of aspiring leaders drawn to its unique feature: the extensive use of scientific studies and hard data, which served to demystify the concept of leadership and get readers thinking about the subject in a pragmatic way. Now, Zenger and Folkman revisit the subject to address leaders' most pressing concerns today. The result is an up-to-date, essential leadership guide for the twenty-first century that includes: Late-breaking research on the psychology of leadership New information on leading in a global environment A breakthrough case study on measuring improved leadership behavior Studies revealing the importance of follow-through *The Extraordinary Leader* is a remarkable combination of expert insight and extensive research. The authors analyzed more than 200,000 assessments describing 20,000 managers—by far the most expansive research ever conducted for a leadership book. Zenger and Folkman have created the leadership book of the ages. *The Extraordinary Leader* explains how to build leadership skills that will take you and your organization to unimaginable success.

**The Extraordinary Leader** John H. Zenger, Joe Folkman, 2002 Focusing on the importance of maximizing strengths, this title offers secrets for developing leadership and competitive advantage in any organization.

*The New Extraordinary Leader, 3rd Edition: Turning Good Managers into Great Leaders* John H. Zenger, Joseph Folkman, 2019-11-15 The classic for managers seeking to hone their leadership skills into a C-Suite position Updated with copious new research conducted over the past ten years, this landmark work provides everything you need to transform yourself from an effective manager to an extraordinary leader. In addition to the time-proven methods and approaches that has made *The New Extraordinary Leader* one of the most popular leadership books around, this third edition includes • Updated insights on how to demystify leadership • More data on how extraordinary leadership directly benefits employee engagement, customer satisfaction, retention, innovation, and

profitability • A brand-new, simplified definition of leadership strengths • Critical research on the importance of developing leadership teams • Three all new chapters that cover: Leadership competencies and how they interplay with each other, The role of cross training in leadership development, and The leader's role in his or her own development

*The Handbook for Leaders* John H. Zenger, Joseph Folkman, 2006-01-05 These quick reads, based on McGraw-Hill bestsellers, are designed to meet the needs of busy people. Titles in the series focus on each book's main themes and action ideas, reduced to a manageable page count for on-the-go readers. A workplace-tested prescription for encouraging the behaviors and key drivers of effective leadership, from one of today's top training teams.

The Power of Feedback Joseph R. Folkman, 2010-12-14 Praise for The Power of Feedback Some books are worthy of being recommended simply because of their subject matter. . . . There is no greater force to improve the quality of human relationships or improve the way organizations function than to multiply the amount and improve the quality of feedback. Other books are worthy of being recommended . . . when an author takes an otherwise abstract, obtuse subject and turns it into an actionable, practical set of things to do. Joe Folkman has accomplished that task . . . helping individuals and organizations to develop feedback-rich environments . . . [and] change through the use of a variety of surveys and feed?-back instruments. He has made this topic highly engaging and accessible. So, here you have the best of everything--an important topic; a talented, entertaining, and highly qualified author; content that is practical; and a text written in an easily comprehended manner. Enjoy. --From the Foreword by John H. Jack Zenger Joe Folkman has years of experience and miles of wisdom from coaching and training high-performance organizations. He speaks truth: change is hard. But feedback can be very powerful if the receiver makes the commitment to lasting change. Folkman has scored a home run with The Power of Feedback. --Maria Nalywayko Senior Vice President, Human Resources, Fremont Investment & Loan Most of us are clueless when it comes to providing feedback. But now, thanks to Joe Folkman's The Power of Feedback, we have a road map for turning the feedback we receive into lasting and profound change. --Jeffrey Gill Director of Organization Capability, The Coca-Cola Company

**The Extraordinary Coach: How the Best Leaders Help Others Grow** John Zenger, Kathleen Stinnett, 2010-06-04 COACH YOUR BUSINESS TO SUCCESS USING THIS "INTERACTIVE" APPROACH FROM TWO OF TODAY'S MOST FORWARD-THINKING LEADERSHIP GURUS "A wonderful and indispensable guide to the practice of coaching. The authors are among the most seasoned practitioners around . . . and it shows! Whether you are coaching subordinates or clients, you will want to keep this book close at hand--full of detailed guidance." --Jay A. Conger, Kravis Professor of Leadership Studies, Claremont McKenna College, and author of Building Leaders and Learning to Lead "Stinnett and Zenger provide a comprehensive look at the value of coaching inside the organization, complete with a process, tools, and supports for getting started. This book is a great resource and contribution to the field!" --Pam McLean, Ph.D., CEO, Hudson Institute of Santa Barbara "Finally, and I do mean finally, a book has emerged that is the very best guide to the philosophy, competencies, and discipline required to be a coach who makes a true difference in lives

of others. This is not a book to read. It is a book to study and live by. Why? Because it is all there: the right questions, the right answers, and the right motives of giving your best to others.” –Larry Wilson, CEO, The Wilson Collaborative, and author of Play to Win! “The Extraordinary Coach offers a compelling view of what it means to be a truly effective leader– one who empowers and grows capability through coaching. It demystifies coaching into an actionable framework that generates immediate change.” –Christy Consler, Vice President, Leadership Development and Sustainability, Safeway, Inc. “Powerful, thought-provoking, and packed with practical tools, concepts, and ideas you can use immediately. It will change the way you think about coaching, and about yourself.” –Lou Kaucic, retired Chief People Officer of Applebee’s International, founder of Coaches Collective International About the Book: Imagine your workplace filled with curious, creative, committed employees. People who take initiative, who are fearless decision makers, who “own” their work. With the right coaching system in place, this dream will soon become reality. With The Extraordinary Coach, leadership guru Jack Zenger and coaching expert Kathleen Stinnett deliver an entire toolbox for coaching your organization to success. While other such books simply tell you how to coach, The Extraordinary Coach uses companion videos (at [www.zengerfolkman.com](http://www.zengerfolkman.com)), worksheets, checklists, sample questions, and the latest research findings to provide a full immersion course on becoming the kind of coach who brings dramatic changes to an organization. Applying Zenger and Stinnett’s system, you’ll see immediate results in your business including: Increased productivity High-energy company culture Dynamic supervisor/employee relationships Creative problem solving Greater risk taking Heightened innovation The authors collected 360-degree feedback assessments from some of the most effective leaders in business today and identified those who were excellent coaches. Then they combined the research with the latest findings from the worlds of psychology, adult development, and systems theory to map out the real science behind effective coaching. The result is a practical, evidence-based coaching system that can be applied in any type of business. When you coach individuals to success, you lead your entire organization to success. This “interactive” package is exactly what you need to master one of today’s most critical business leadership skills.

#### **The Extraordinary Leader ,2017**

**The Extraordinary Leader: Turning Good Managers Into Great Leaders** Zenger,2003-03 A major weakness in most leadership development programs has been the tendency to aim low and strive for incremental improvements in individual areas of weakness. When the results inevitably fail to impact the bottom line, organizations abandon programs as unsuccessful and again resume their misguided focus on uncovering and eliminating leadership weaknesses instead of identifying and developing leadership strengths. The Extraordinary Leader instead focuses on the ability--in fact the necessity--for individuals to hone their leadership competencies in multiple areas, and organizations to develop great leaders in as many areas as possible. It provides research-based strategies for strengthening leadership both in individuals and in organizations and, in the process, delivers a solid yet flexible leadership development program that will provide long-term value to virtually any organization.

#### **How to Be Exceptional: Drive Leadership Success By Magnifying Your Strengths** John H. Zenger,Joseph

Folkman, Robert H. Sherwin, Barbara Steel, 2012-06-07 One of The Globe & Mail's Top 10 Business books of the Year! Rethink Everything You Know About Leadership Strengths A must-read for anyone wanting to positively stand out in an organization or for leaders wanting to raise the overall performance of the organization. -- Cindy Brinkley, Vice President, Global Human Resources, General Motors Zenger Folkman's findings related to companion behaviors is exciting. It enhances what's been presented in prior books and makes extraordinary leadership seem like an achievable goal. I would recommend this book to anyone committed to the journey. -- Pam Mabry, Director, Human Resources, The Boeing Company The authors take the groundbreaking concept of driving leadership effectiveness by building our strengths to a whole new level of practical implementation, providing us with a brilliantly clear road map. I have found this body of work to be absolutely invaluable . . . I cannot imagine a person in a leadership role today who would not find value from reading this book cover to cover. -- Loren M. Starr, Senior Managing Director and Chief Financial Officer, Invesco Ltd. How to Be Exceptional is a milestone in the emerging business case for evidence-based management. Building on two decades of earlier research, the authors brilliantly lay out a simple, concrete, scientifically validated model for achieving consistently superior business results through leadership. . . . Its magic is its simplicity, pragmatism, and focus. -- Eric Severson, Senior Vice President, Talent, Gap Inc. How to Be Exceptional is the best book on professional development I have read in decades. It reinforces the emerging wisdom that the path to greatness is really about building profound strengths, rather than through relentlessly focusing on one's weaknesses. This is a great road map for any leader seeking to optimize their growth and impact. -- Michael A. Peel, Yale University, Vice President, Human Resources and Administration

**Speed: How Leaders Accelerate Successful Execution** John H. Zenger, Joseph Folkman, 2016-12-09 Seize the competitive advantage by building speed into your leadership DNA The rapid pace at which change occurs in business today is unprecedented. Speed has become a major source of competitive advantage. Leaders who act quickly and inspire others to do the same are the ones who ultimately win the day. But achieving increased levels of speed is not always easy. Culled from the data of one million 360-degree feedback assessments, Speed provides valuable insights into the qualities that make a leader successful and productive. Jack Zenger and Joe Folkman reveal eight essential leadership behaviors shown to improve performance and ultimately drive organizational effectiveness. The authors will help you assess the pace at which you work and determine how you stack up against others in their firm's database. You'll discover tactics for speeding up critical elements of your day and learn how you can use the eight companion behaviors—including innovation, develop courage, initiate action, and set stretch goals—to help you increase your speed.

*No-Nonsense Management* Richard S. Sloma, 2000

Village Life in Late Tsarist Russia Ol'ga Petrovna Semenova-Tiān-Shanskaiā, 1993 ò . . . a marvelous source for the social history of Russian peasant society in the years before the revolution. . . . The translation is superb.ó ÑSteven Hoch ò . . . one of the best ethnographic portraits that we have of the Russian village. . . . a

highly readable text that is an excellent introduction to the world of the Russian peasantry. Samuel C. Ramer's *Village Life in Late Tsarist Russia* provides a unique firsthand portrait of peasant family life as recorded by Olga Semyonova Tian-Shanskaia, an ethnographer and painter who spent four years at the turn of the twentieth century observing the life and customs of villagers in a central Russian province. Unusual in its awareness of the rapid changes in the Russian village in the late nineteenth century and in its concentration on the treatment of women and children, Semyonova's ethnography vividly describes courting rituals, marriage and sexual practices, childbirth, infanticide, child-rearing practices, the lives of women, food and drink, work habits, and the household economy. In contrast to a tradition of rosy, romanticized descriptions of peasant communities by Russian upper-class observers, Semyonova gives an unvarnished account of the harsh living conditions and often brutal relationships within peasant families.

*Your First Leadership Job* Tacy M. Byham, Richard S. Wellins, 2015-04-20 Becoming the Very Best First-Time Leader Congratulations! You're now in charge. Perhaps it's your first time as a leader, or maybe you want to fine-tune your skills. Either way, you've begun one of the most rewarding chapters of your career. But, like many beginnings, the first few years can be challenging. Fortunately, you don't have to tackle this challenge on your own. *Your First Leadership Job* gives you practical advice straight from others who have walked in your shoes. Not only does it include dozens of tools to ensure your success, but it's also based on the authors' and DDI's extensive experience and research, which ultimately has led to the development of millions of leaders around the world. In fact, a quarter-million leaders will be developed this year alone via DDI training. *Your First Leadership Job* is divided into two sections. Part 1 introduces the concept of catalyst leader—one who sparks energy, passion, and commitment in others. Your transition to catalyst leader is a major step in your leadership journey. This book provides essential tips to put you on the catalyst path. Ultimately, leadership is about the many conversations—frequent, clear, authentic, and occasionally difficult—that you will have daily. *Your First Leadership Job* builds awareness of the fundamental skills you'll come to rely on to make every one of these interactions successful. Part 2 devotes 13 chapters to critical core leadership competencies, including coaching for success, hiring the best employees, turning dreaded appraisals into discussions that propel performance, and handling difficult employees. It also includes a chapter for first-time female leaders. Look at *Your First Leadership Job* as an indispensable companion to becoming an awesome leader—one who will make a positive, lasting impact on your team, family, and career. Visit [www.yourfirstleadershipjob.com](http://www.yourfirstleadershipjob.com) to learn more.

**The 360 Degree Leader Workbook** John C. Maxwell, 2006-09-03 In *The 360 Degree Leader Workbook*, Maxwell addresses that very question and takes the discussion even further. You don't have to be the main leader, asserts Maxwell, to make significant impact in your organization. Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers. Debunking myths and shedding light on the challenges, John Maxwell offers specific principles for Leading Down, Leading Up, and Leading Across. 360-Degree Leaders can lead effectively, regardless of their position in an organization. By applying Maxwell's principles, you will

expand your influence and ultimately be a more valuable team member.

Real Women, Real Leaders Kathleen Hurley, Priscilla Shumway, 2015-04-20 Plan your path to leadership with insight from real women at the top In *Real Women, Real Leadership*, twenty-four women leaders describe their personal journeys to the top, providing deep insight and a fascinating perspective on making it as a woman in the male-dominated business environment. They discuss their experiences and offer guidance on topics such as balancing family and career, building alliances, mentoring and being mentored, and overcoming obstacles in the business world which is still dominated by men in the senior levels of management. Drawn from a range of industries including higher education, technology, law, the military, politics, the media, and more, these stories provide the details that every ambitious woman needs to know. You'll learn which skills, attributes, and relationships served these women best, how they overcame the obstacles thrown into their paths, and the people they credit as instrumental along the way. A self-assessment chapter helps you discover your own leadership attributes, and determine which skills you need to acquire as you formulate your own personal roadmap to the top. There are many books about women who have been excellent leaders, but *Real Women, Real Leadership* provides the personal, relatable testimonials from women who have navigated the opportunities and pitfalls of the business world. Each story sheds light on women's unique leadership attributes, and provides guidance for professional women charting their own professional advancement. Learn from women leaders in a diverse range of industries Discover the leadership attributes that make the biggest impact Gain insight into work/life balance, mentors, relationships, and more Discover your leadership strengths and develop a plan forward Studies have shown that companies with three or more women board members dramatically outperform the competition in returns on equity, sales, and invested capital – yet women only claim a tiny percentage of boardroom seats and top executive positions. Why? And why, when they do achieve leadership positions, do women tend to make such outstanding leaders? *Real Women, Real Leadership* tackles these questions and more from an in-the-trenches perspective to help you become the leader you want to be.

The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate John H. Zenger, 2009-05-30 In their bestselling work *The Extraordinary Leader*, performance thought leaders John Zenger and Joseph Folkman revealed the 16 key competencies that separate the top 10 percent of leaders from the rest. Since that book's publication, they and coauthor Scott Edinger discovered, through an extensive study conducted over four years, that leaders who possessed the ability to inspire and motivate outperformed all others. The authors found that the impact of inspiring and motivating others is consistent across different kinds of organizations and within different cultures. *The Inspiring Leader* reveals the authors' newest proprietary research on how top leaders inspire teams to greatness. It discusses the behaviors exhibited by the most successful leaders and includes advice on how to implement them. Drawing from statistically significant data and objective empirical evidence, the book shows how to: Establish a clear vision and direction Use the power of emotions Create stretch goals for your team Foster innovation and risk taking Encourage teamwork and collaboration Champion change, and much more Zenger,

Folkman, and Edinger lay out the strategies and concepts used by the world's greatest leaders to motivate their teams. With *The Inspiring Leader* as your guide, you will learn how to put those strategies to work in your own business.

The 71F Advantage National Defense University Press, 2010-09 Includes a foreword by Major General David A. Rubenstein. From the editor: 71F, or 71 Foxtrot, is the AOC (area of concentration) code assigned by the U.S. Army to the specialty of Research Psychology. Qualifying as an Army research psychologist requires, first of all, a Ph.D. from a research (not clinical) intensive graduate psychology program. Due to their advanced education, research psychologists receive a direct commission as Army officers in the Medical Service Corps at the rank of captain. In terms of numbers, the 71F AOC is a small one, with only 25 to 30 officers serving in any given year. However, the 71F impact is much bigger than this small cadre suggests. Army research psychologists apply their extensive training and expertise in the science of psychology and social behavior toward understanding, preserving, and enhancing the health, well being, morale, and performance of Soldiers and military families. As is clear throughout the pages of this book, they do this in many ways and in many areas, but always with a scientific approach. This is the 71F advantage: applying the science of psychology to understand the human dimension, and developing programs, policies, and products to benefit the person in military operations. This book grew out of the April 2008 biennial conference of U.S. Army Research Psychologists, held in Bethesda, Maryland. This meeting was to be my last as Consultant to the Surgeon General for Research Psychology, and I thought it would be a good idea to publish proceedings, which had not been done before. As Consultant, I'd often wished for such a document to help explain to people what it is that Army Research Psychologists do for a living. In addition to our core group of 71Fs, at the Bethesda 2008 meeting we had several brand-new members, and a number of distinguished retirees, the grey-beards of the 71F clan. Together with longtime 71F colleagues Ross Pastel and Mark Vaitkus, I also saw an unusual opportunity to capture some of the history of the Army Research Psychology specialty while providing a representative sample of current 71F research and activities. It seemed to us especially important to do this at a time when the operational demands on the Army and the total force were reaching unprecedented levels, with no sign of easing, and with the Army in turn relying more heavily on research psychology to inform its programs for protecting the health, well being, and performance of Soldiers and their families.

Extraordinary Leader John H. Zenger, Joseph R. Folkman, 2009-12 When it was first published in 2002, *The Extraordinary Leader* immediately drew a large, loyal audience drawn to the authors ground-breaking research and their focus on the importance of maximizing and balancing strengths, as opposed to merely correcting weaknesses. This revised edition of this classic book -- goes even deeper into the question, What makes a great leader? This new edition of *The Extraordinary Leader* provides more research-based strategies for strengthening leadership both in individuals and in organizations.

*The Accountable Leader* Brian Dive, 2008 Management consultant Dive explores the relationship between leadership, accountability, and organizational structure. He argues that the majority of leadership-related problems arise not



from ineffective individuals but from organizational structures that lack accountable jobs.

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### **The Extraordinary Leader Turning Good Managers Into Great Leaders By John Zenger Joseph Folkman Introduction**

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