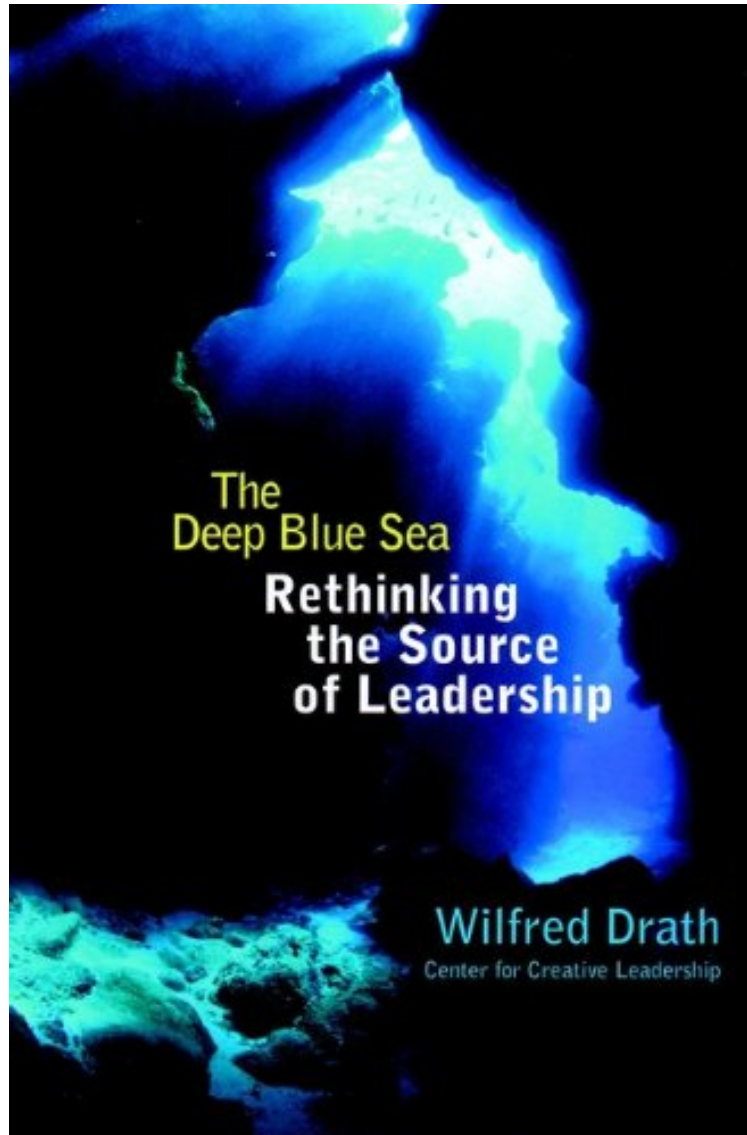


(Read free) The Deep Blue Sea: Rethinking the Source of Leadership

The Deep Blue Sea: Rethinking the Source of Leadership

Wilfred Drath

**Download PDF / ePub / DOC / audiobook / ebooks*



DOWNLOAD



+

READ ONLINE

#103541 in eBooks 2007-12-10 2007-12-10 File Name: B001CNCBHY | File size: 27.Mb

Wilfred Drath : The Deep Blue Sea: Rethinking the Source of Leadership before purchasing it in order to gage whether or not it would be worth my time, and all praised The Deep Blue Sea: Rethinking the Source of Leadership:

4 of 13 people found the following review helpful. Drowning in the Deep Blue Sea!By Michael KearnsDrath's stated purpose of his book, namely, to: change with the changing ideology of leadership, away from a focus on the leader, to a focus on relationship, I believe, is essential to furthering the construct of leadership study today. He states that the terrible "persistent central idea" that "leadership is something leaders possess as an individual attribute and, therefore, leadership is given by, created by, leaders." Causes confusion (p. xiv)! And that this confusion of leadership as a

process only being done (exclusively) by the leader is wrong, and not the future of leadership as relationship -- I AGREE! However, it seems the Author forgets (or gives-up on) his central thesis of "leadership as relationship" when he states, on page 13, in the first of his central three "principles," "Personal Dominance," that:- Leadership is something a person possesses,- Leadership is an expression of this personally possessed quality or characteristic,- Leaders lead because followers are convinced of the truth of their leadership Unbelievable! This is the very problem he states he will "lead" us away from... the Leader "doing" leadership! This "principle" of "leadership" only begs the question: If leadership is a relationship (like you propose), how is it that the Leader can be the one who "possess" leadership!? Can't a follower? And other questions like: If followers are convinced of some 'truth' about a Leader's "leadership" then you are stating the leader is the one doing "leadership" not the follower! How is this a relationship if you clearly state the Leaders do "leadership?" The author repeatedly uses examples like, "Mr. Karl's leadership of Zoffner Piano Company..." and other positional examples when trying to discuss leadership as a relationship, when it really extends the ill-conceived concept that persons in the executive position (in this case owner of a company) are the "leadership." If leadership is a relationship, then it can't be done exclusively by a person in a position! As early as 1957, Peter Selznick, in *Leadership in administration: A sociological interpretation*, writes, "Leadership is not equivalent to office-holding or high prestige or authority or decision-making . . . only some (and sometimes none) of the activities of decision-makers are leadership activities." Lastly, notwithstanding the confusion this author causes, in his attempt to de-confuse the school of leadership understanding by not focusing on leadership as a relationship... he totally misses the scholarly contributions of Joseph Rost when he summarizes, on page 107, (in a paragraph entitled: "Writing about these new concepts") where he states: "The emergence of these challenging new contexts in organizations is mirrored in the work of a number of writers on leadership who reflect the limitations of the interpersonal influence principle. In *Leadership for the Twenty-First Century* (1991), Joseph Rost discusses leadership as a process shared equally between leader and followers." Rost's book has almost 200, content ripe pages, and the Author distills it to: "a process shared equally between leaders and followers." This doesn't even start to explain Rost's thesis. Having been a student of Rost, I believe Rost's key thesis is actually that there needs to be a "post-industrial school of leadership" (Rost, p. 182). Where leadership is conceived of as an influence relationship, and de-focused away from the leader as possessing leadership -- where this book is unfortunately focused. Two stars for a great concept! Rost had it in 1991! 11 of 12 people found the following review helpful. He's On To Something By Robert Maslyn Get this book.... I found this book was on to something different. Drath sees that the source of leadership is increasingly moving away from the single leader, even away from the single influencer who is not the official leader. It is moving toward relational leadership, meaning that the group or community or partnership or whatever IS the leadership. The prompt for this appears to be at least multi-cultural influences, as different cultures agreed they must work together -- what he calls shared work. When I read this book, I immediately thought of the International Space Station as an example, where one witnesses the law of politics dance with the law of science -- a complicated dance that demands new behaviors and ways of working. I also thought of the US Government's Census 2000 Partnership, in which the Bureau of the Census says it brought together more than 140,000 partnerships. This was not the typical Federal Agency "interagency" project, this was a change of control, a change of ownership, a change of how the work got done, as an impressive peacetime mobilization occurred to "make every American count." Both stories here strike me as illustrations of what Drath is working to get his arms around. Both stories are imperfect, but I sense Drath's thinking is seminal on this, still working out the nuances of this Relational Leadership. Drath is honest that he is at the early stage of identifying the dynamics at work here and giving a name to the behaviors, but he proceeds to describe what he sees. I've read lots of leadership books over the years and more recently because I am in a leadership development program. But when I heard Bill Drath recently present his thinking in person recently, at a Smithsonian Business Series in Washington DC, I found I was hearing thinking that I hadn't heard anywhere before. This was my first exposure to him and his book. I followed up later and learned more about his inquiry into understanding shared work across complex boundaries. I think he's on to something that is at least in my future...and maybe yours. 2 of 3 people found the following review helpful. leadership and its evolving principles By Charles J. Palus One of the difficulties of leadership is that people variously experience it through differing worldviews. Drath does us the enormous service of pointing out three main worldviews, or principles as he calls them, by which people construct and enact the idea of leadership. For example, if all the actors in a situation construct leadership though the dominance principle, then leadership in that situation is then for all practical purposes a function of the authority of dominant leaders. But worldviews can develop beyond dominance, toward what Drath calls relational dialogue or relational meaning-making. Thus, later evolving principles can transcend and include earlier ones, and dominance can be seen as very particular form of relational meaning-making. Problems inevitably arise when various actors hold different principles as their truth about leadership, and come to different conclusions about what it is and how to do it. The previous reviewer totally missed Drath's central and repeated points: that the principles are the ones variously in use in the world; that these principles can evolve; the latter ones include the earlier ones as special cases; and the relational principle is apparently being manifested with greater frequency in complexly interconnected organizations and societies.

The forces of globalization and collaboration have presented a challenge to the traditional notions of leadership. How does leadership happen when there are many leaders trying to reach a goal and no clear followers? And what does leadership look like when no one person is in charge? In *The Deep Blue Sea*, Wilfred Drath responds to these challenges by presenting a new leadership framework called "relational leadership." His revolutionary approach recasts the idea of leadership as a group function that results in self-organized entities. Using the story of a fictional piano company, Drath helps us understand why this new notion of leadership is needed to face the challenges of the 21st century. A Center For Creative Leadership Book

.com If whitecaps are the individual leaders within organizations, then the deep blue sea is the rest of us--that vast foundation often obscured beneath the whitecaps but the very foundation that makes them possible. This is the central metaphor of this book, which posits that, in our age of multiple backgrounds and meanings, the image of the leader as a single, dominant figure--or even as someone who knows how to cultivate and wield the most influence--must broaden to encompass many people sharing leadership across perspectives to reach common goals. That idea is expanded upon here, interspersed with the fictional tale of the changing of the guard at the Zoffner Piano Company, which illustrates the book's main points. If Drath's idea seems sound to the point of dullness, that's perhaps because it has been, in some incarnation or another, the crux of every new book about leadership for the past 10 years: the age of the single, great lone leader has passed into a new age where dialogue, collaboration, and cross-perspectives are more important than ever. With its quasi-academic language, *The Deep Blue Sea*, doesn't really add to that lot, and moreover, it lacks the real-life examples from major companies that give so many books of this sort their kick. It's not a must-read, but for anyone determined to read absolutely whatever they can on the topic of 21st-century leadership, it certainly won't hurt--and the story about the daughter who inherits the reins of Zoffner Piano from her benevolent-ruler father and then has to reinvent the rules of leadership to keep the company alive is actually quite compelling in its quaint, family-business fashion. --Timothy Murphy
From Publishers Weekly
Drath, director of the Center for Creative Leadership, believes that today's competitive economy requires non-hierarchical leadership teams based on cooperation between managers and employees. He illustrates the point with a parable about a piano company's new president, who initially disregards but then listens to employees, wins their loyalty and finds that dramatic changes ensue. However, Drath's worthwhile but unorthodox message may prove difficult for traditional executives and employees. A \$50,000-marketing budget and author tour will help sell the 40,000-copy first printing. Copyright 2001 Cahners Business Information, Inc. "Bill Drath takes us out along the frontiers of leadership theory and gives us a new and even courageous answer to the age-old question: who is the leader and who are the led? A great read for those who want to move beyond ordinary thinking about leadership." (Jack Galvin, former Supreme Allied Commander, Europe (NATO) and Commander-in-Chief U.S. European Command)"A penetrating analysis of the roots of leadership from one of the most original thinkers in the field." (David K. Hurst, speaker, writer, and consultant on management and author of *Crisis and Renewal: Meeting the Challenge of Organizational Change*)"Changes forever the way we look at and consider leadership. The magnitude of Bill Drath's contribution is only realized when you start to ask yourself what are the implications of relational leadership on how we develop leaders, evolve organization strategy, and drive change?" (Steve Mostyn, Senior Program Manager, Motorola University EMEA)