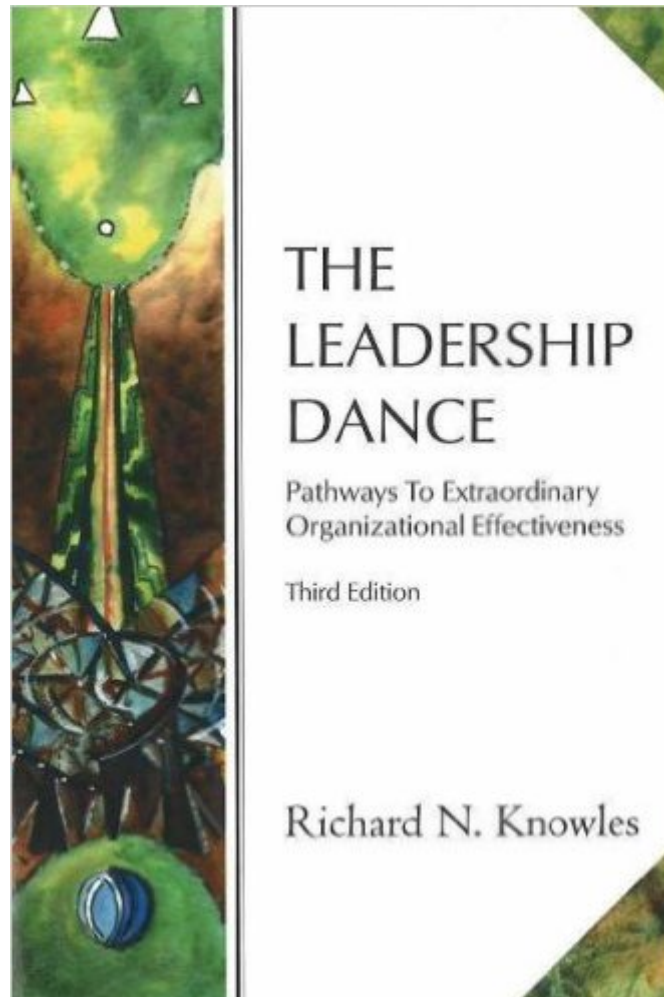


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# The Leadership Dance: Pathways To Extraordinary Organizational Effectiveness



## Synopsis

This is the story of Dick Knowles' personal journey in learning how to lead more effectively in this turbulent, unpredictable world. The newly discovered processes and models presented here apply to leadership tasks at all levels in the organisation, and will lead to improvements in effectiveness of as much as 30-40 per cent by enabling you to open up the flow of energy and creativity in your organisation. He introduces and describes his creation and development of the Process Enneagram(C) which seems to be the missing link between complexity theory and practical application. It is the only known tool that simultaneously helps people to solve complex problems, build the social connections they need to do the work and releases the emotional energy and commitment to do the work quickly and well.

## Book Information

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## Customer Reviews

When I read the fine book, *The Soul at Work*, by Roger Lewin and Birute Regine, my favorite example involved Dr. Knowles in his role as a plant manager before he became a consultant. *The Leadership Dance* takes that anecdotal evidence and expands it into a deep understanding of how to define and continuously improve management processes. Anyone who thinks that leadership cannot be carefully defined and described will find this book to be a revelation. What makes it all the more remarkable is that Dr. Knowles is extremely humble and bends over backward to give everyone else as much credit as possible. When was the last time that you read a business book like that? Let me caution you that this book is not for the casual reader. It's more like a dissertation done by a Ph.D. candidate in management. Dr. Knowles does a brilliant job of combining many

sources of theory and practice into constantly developing examples that make the two sides of the perspective come together well. The fundamental insight he had was that in times of crisis things get done effectively through self-organization. People pitch in, and the work gets done. When the crisis is over, people go back to being hierarchical and ineffective. A typical approach in most companies is to wait for a crisis or try to cause one to reinstitute that effectiveness. Dr. Knowles shows how self-organization can be working effectively all the time. And it's not just theory. He actually did it himself. Nice going! Actually, Dr. Knowles has a bigger idea here than he realizes. In the examples, he is looking at narrow issues such as replacing damaged equipment quickly, improving safety, or cutting operating costs.

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