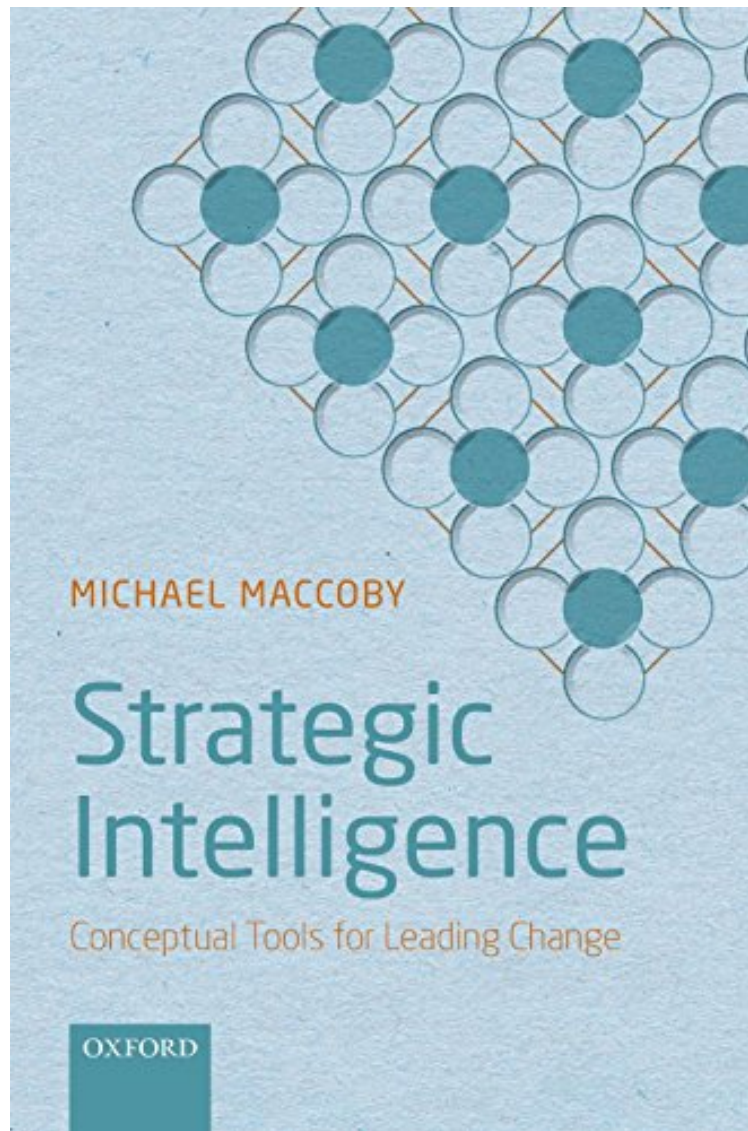


(Download pdf) Strategic Intelligence: Conceptual Tools for Leading Change

## Strategic Intelligence: Conceptual Tools for Leading Change

*Michael Maccoby*

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**Michael Maccoby : Strategic Intelligence: Conceptual Tools for Leading Change** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Strategic Intelligence: Conceptual Tools for Leading Change:

3 of 3 people found the following review helpful. Intelligent Strategies for Creating ChangeBy Borzoo ShadpourThis book provides a powerful, practical guide to lead organizational change, and to successfully gain followership in order to create a better future. It is based on Michael Maccoby's over 40 years of strategy consulting experience gained through testing theories in his field work with a variety of leaders at high tech related businesses, non-profits, healthcare organizations, universities, and governments around the world.What this book is not is a reductionist

approach to the idea of 'leadership'. It for example does not assume that success is easily achieved nor does it romanticize one size fits all formulas of today's leadership literature (to be self-effacing or to give passionate speeches etc.). Instead, reading this book one quickly observes that Maccoby has gone through great pain to weed out the root cause of successful (or unsuccessful) executions of organizational visions. He wants leaders to be effective in creating 'a better future', and as such provides a number of useful frameworks that help to systematically think through, and organize the work involved for achieving outcomes that are 'consistent with both economic and human values'. His knowledge of psychology uniquely enables him to help each individual discover her deepest strengths and weaknesses, and to use 'personality intelligence' to understand what can motivate their followers to take a leap of faith on an idea, and work together (willingly) to implement sustained change. The first three chapters of the book provide an introduction for those unfamiliar with Maccoby and his work, and motivate the rest of the book. Chapter 1 provides a background on how Maccoby (initially trained as an anthropologist and later psychoanalyst) arrived at Strategic Intelligence including his personal journey humanizing factory work of the 60's and 70's. Chapter 2 is an introduction to the skills required for Strategic Intelligence (Foresight, Visioning, Partnering, and Motivating), as well as the core conceptual tools (Philosophy and Knowledge of the head and heart) required to effectively practice these skills within an organization. Chapter 3 takes a historical view of the 'context' of leadership and introduces the changing mode of production and attitudes of followers (based on the concept of 'social character'), which makes or breaks the effectiveness of aspiring leaders of our times. It is here that Maccoby emphasizes the increasing importance of having a 'leadership team' made up of different types of leaders (a concept he first introduced in the 80's and later updated in his 2007 book 'Leaders We Need'). Chapter 4 is the heart of the book, and brings the various aspect of Strategic Intelligence together in the concept of 'Leadership Philosophy'. Here we learn that to be effective leaders need to identify a concrete purpose, institutionalize values that support the purpose (other keys are for leaders to clarify and communicate their moral reasoning and to systematically measure results in an iterative approach in order to learn and adapt to experiences). Chapter 5, 6, and 7 dive deeper into the core 'how-tos' of the process of achieving purpose, namely through the concepts of 'Personality Intelligence' and 'Idealized Design', as well as the framework of '5Rs of Motivation'. The last two chapters of the book are a discussion of the advanced thinking on how to understand and develop organizations in order to improve them. This is demonstrated as Maccoby shares the practical value of the concepts he learned while practicing and discussing the main theories of his mentors (Edwards Deming, Russell Ackoff, and Erich Fromm). One of my favorite themes of this book is its insistence on the importance of knowing ourselves and others. Maccoby goes further to enable this discovery process within an organizational setting, by providing two surveys (included in the appendix), which also include an explanation, based on clinically tested psychoanalytic personality types, on how to interpret the survey results. My other favorite aspect of the book is its 'scientific' approach to identifying the leadership qualities that work in real life. In 'Zen and Motorcycle Maintenance', Robert Pirsig writes: 'solution of problems too complicated for common sense to solve is achieved by long strings of mixed inductive and deductive inferences that weave back and forth between the observed machine and the mental hierarchy of the machine found in the manuals. The correct program for this interweaving is formalized as scientific method'. As hard as this is to apply in the context of ever changing 'social systems', this is the methodology that I believe Maccoby has used to reach his conclusions. So for, developing yourself and your organization to successfully lead change, take a look at Maccoby's latest book Strategic Intelligence. Even though full appreciation of its numerous insights may require you to read one chapter at a time, the heart of the book termed the 'leadership philosophy' is straightforward, and is alone worth reading this book.

0 of 0 people found the following review helpful. Novel and complete view of the future of leadership

By Mark I came across Maccoby's work on transference, social character, narcissistic leaders, and strategic intelligence rather inadvertently. I was so struck by his insights that within weeks I had read three of his books and multiple HBR articles written by Maccoby over time. Strategic Intelligence is a sort of executive summary of a lifetime of consulting and scholarship that I believe has made an enormous contribution to the body of popular literature on leadership. I have read many dozens of books on leadership and management from a wide range of authors, and I found Maccoby's ideas to be truly novel, insightful, and powerful in terms of the how easy they are to apply to the real world. What makes Maccoby so unique is that he is not a hammer in search of a nail. Rather, his interdisciplinary background allows him to consolidate and synthesize insights from a wide range of fields, particularly from Freudian psychology and cultural anthropology, but also from areas of inquiry/practice like total quality management, systems thinking, and learning organizations. On top of the theories he adds lessons from his decades of work as a consultant to major organizations, so everything is grounded in real-work experience. No matter how much you have read about or practiced leadership and management, you will find something profound and useful to take away from this book, and you will almost certainly come away with a deeper awareness of yourself. It's fully worth the time and \$.

2 of 2 people found the following review helpful. A Must Read for Leading Complex Systems

By doug wilson Michael Maccoby has been an on-going influence in my thinking on leadership. As one of my friends said after hearing him speak, "Listening to Dr. Maccoby was like enjoying a rich meal verses what I'm used to on

leadership - sugary deserts." The book *Strategic Intelligence* presents a comprehensive, system view of leadership. It's the most comprehensive book on leadership I know in the marketplace. It's not always easy reading, but it is always insightful reading. I do a great deal of work with businesses that are dramatically impacted by economic cycles. *Strategic Intelligence* has helped me tremendously in how I work with CEO's in thinking about the future of their company and decisions they need to make today as they prepare for tomorrow. I can not recommend this book more highly and although this may sound a bit sappy, I am grateful for people like Dr. Maccoby who see the purpose of business as not just returning the highest stock appreciation to shareholders as in the book *Good to Great*, but the dual purpose of making both a financial and social impact on the world.

Changes in technology, customer demands, competition, and the social character challenge organizations to innovate and change. How they change depends on their leaders, and their knowledge, and philosophy. To create a better future for organizations and to improve the wellbeing of customers, collaborators and communities, leaders need to be strategic thinkers. This book describes the qualities of strategic intelligence and provides the conceptual tools that equip leaders to improve and transform organizations in the age of knowledge work. These qualities include foresight, visioning, partnering both within and outside the organization, and engaging and motivating collaborators. To develop these qualities, it is necessary to articulate a leadership philosophy and to gain knowledge of systems, variation, personality psychology, and the theory of knowledge. This book uniquely integrates leadership, personality and organization. Michael Maccoby has almost unparalleled experience of working with organizations in a wide variety of contexts. He draws his insights from several disciplines - organization theory, psychoanalysis, anthropology; and from working with distinguished and pioneer thinkers. These include the psychoanalyst Erich Fromm; the systems theorist Russell Ackoff; and management pioneer W. Edwards Deming. A major challenge for leadership today is the transformation of traditional bureaucracies into learning organizations. It can't be done by following formulas or roadmaps. Leaders need the qualities and conceptual tools of strategic intelligence and this book shows them what they must do and provides exercises to develop them.

"Maccoby successfully demonstrates that strategic intelligence is essential to transform an organization from a bureaucracy into an agile learning organization poised to capitalize on innovation in the markets of today and tomorrow. Even more usefully, he shows readers how to develop it." -- Research-Technology Management  
"Beautifully written, rich in ideas, and thought-provoking." -- Judith Spitz, CIO, Verizon  
"I think this book is great! It is well-written with emphasis on the importance of companies and their employees being open to learning." -- Salvatore R. Maddi, Professor of Psychology and Social Behavior, University of California  
"This book is a nice summary of Maccobys work over several decades but also an additional value added where he adds concepts and tools." -- Berth Jounl:nsson, Former HR VP of Volvo  
"This integrates Maccobys personal experiences with the general/teachable lessons he derived from them. The two levels play off each other well and keep the book moving along briskly. The whole builds a multi - layered picture of organizations that fully use human capacity." -- Charles Heckscher, Professor of Labor Studies and Employment Relations, Rutgers University  
"We live in a repeating context of unexpected happenings where the practice of strategic intelligence is always under constant demand. The next time I am invited to teach undergraduates or graduate students at the universities in Pittsburgh or elsewhere, I will plan to have *Strategic Intelligence* as one of the significant texts to enhance my course on "Leadership Ethics in a global society." -- Carnegie Samuel Calian, President Emeritus, Pittsburgh Theological Seminary  
About the Author  
Michael Maccoby, President, The Maccoby Group  
Michael Maccoby is a globally recognized expert on leadership who has advised, taught, and studied leaders of companies, unions, governments, healthcare organizations, and universities in 36 countries. He directed a research program at Harvard on Technology, Work, and Character from 1970-1990. He has taught at a number of universities including Oxford's Said Business School where he is an associate fellow. For his work in Sweden, he was made Commander of the Royal Order of the Polar Star in 2008. He has a BA and a PhD from Harvard in psychology and anthropology, he studied philosophy as a Woodrow Wilson Fellow at New College Oxford, and is a graduate of the Mexican Institute of Psychoanalysis.