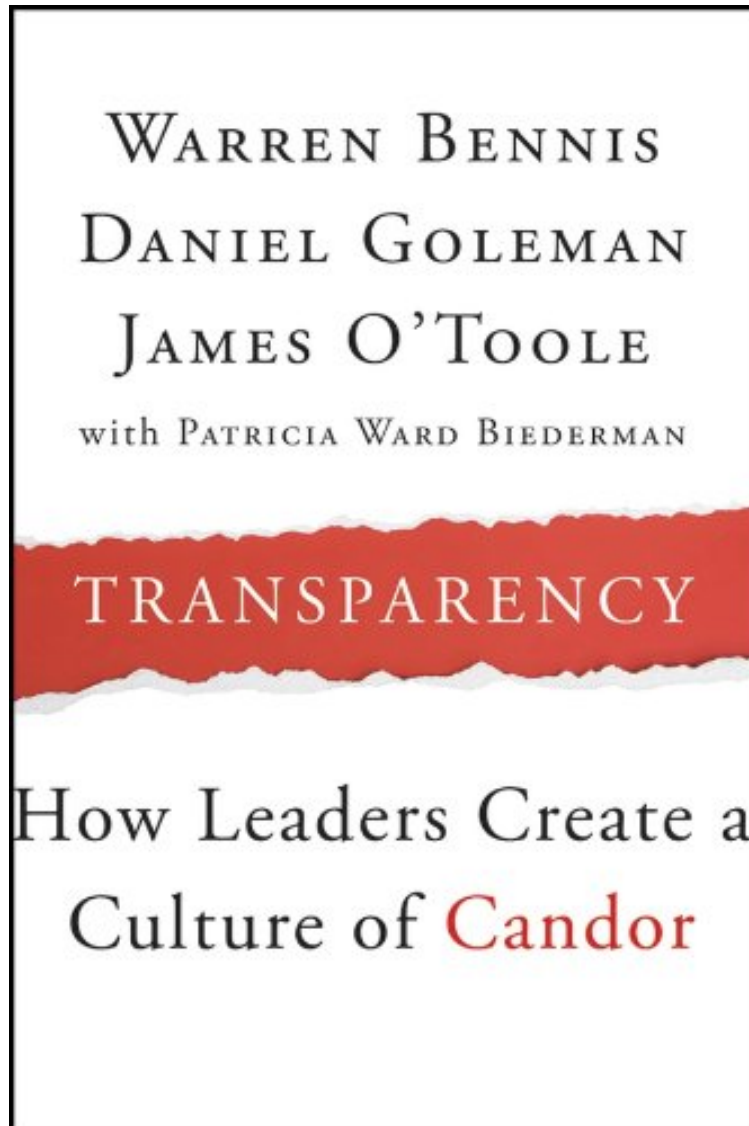


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## Transparency: How Leaders Create a Culture of Candor (J-B Warren Bennis Series)

*Warren Bennis, Daniel Goleman, James O'Toole*  
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**Warren Bennis, Daniel Goleman, James O'Toole : Transparency: How Leaders Create a Culture of Candor (J-B Warren Bennis Series)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Transparency: How Leaders Create a Culture of Candor (J-B Warren Bennis Series):

0 of 0 people found the following review helpful. Outstanding and insightful overview of contemporary transparency.By Brittany TurnerTransparency: How Leaders Create a Culture of Candor is a compilation of three essays from organizational behavior and management luminaries musing on the advantages and disadvantages of

organizational transparency, with particular attention to the monumental changes posed by the advent of the information age. Bennis' preface eliminates any ambiguity; while there are some serious drawbacks to unnecessary transparency, the underlying thread connecting the three essays highlights transparency as an inevitable reality which, if properly managed, leads to increased trust, improved effectiveness, and critical information management. The first essay, "Creating a Culture of Candor," provides an overview of transparency in organizations within the context of facilitating communication, cementing trust, and developing a culture that is conducive to constant improvement and reevaluation. The detailed discussion of the role played by whistleblowers in organizations gives extremely valuable insight into why transparency is necessary, often at great costs to those who take on the David role to their organizational Goliath. It also provides an excellent evaluation of the changes mitigating transparency as a result of the rapid emergence of the internet and other technologies. Borrowing many of Peter Senge's concepts of organizational structure and function, these core concepts and approaches to transparency are nestled within a complex evaluation of the role transparency plays in not only organizational culture but also information systems in general, providing a rich discussion useful to managers, elected officials, executives, and other guardians of information. The second essay, "Speaking Truth to Power," continues to discuss the role of the whistleblower, adding novel supplements based in historical applications of transparency in philosophy, literature, and government. Merging the concepts of transparency and ethics, O'Toole delivers a riveting discussion of the challenges facing those seeking openness when an organization (knowingly or unknowingly) serves as an impediment to the flow of information. While certain examples are recycled from the previous essay, the essay remains fresh and poignant as a result O'Toole's innovative discussion. Ultimately, while not all information need be shared with all parties, O'Toole makes a strong case for loosening the stronghold on non-proprietary information by demonstrating the clear ethical obligation for transparency at all levels within an organization. This premise is bolstered by the clear and remarkable examples of best practices from a variety of public and private institutions. The final essay, "The New Transparency," brilliantly reorganizes the previous concepts in the context of developing technologies and changing expectations. The advent of the internet, mobile video/audio recording, and electronic communications has led not only to a shift in the way information is shared, but a marked change in our culture, which has now come to assume transparency as the norm. This change is being reflected in the practice of organizations and legislation of governments. While strategies to adequately address the negative implications of a near-fully transparent society are slowly evolving, it is clear that transparency is upon us. Responsible organizations will be best served by embracing the new reality. Those seeking a "how-to" manual may be disappointed, but Transparency is overflowing with valuable information, proactive strategies for developing a transparent organizational culture, and current examples of where various approaches to transparency have succeeded and failed. Despite the occasional political bias, the three essays should be highly recommended to anyone interested in new media, privacy, communications, information systems, organizational culture, management, and ethics. 1 of 1 people found the following review helpful. Good Book that should find its way into the New White House as REQUIRED Reading By David and Louise The three essays in this book should be read by everyone in a leadership or managerial role. The authors point out ways to create culture's of candor - open, honest, and forthright organizations - something that has been getting more rare as time goes on. Personally I believe that this book should be on the required reading list for eah and every member of the new Obama Administration. I especially liked the quote from Francis Bacon: "If a man will begin with certainties, he will end in doubts, but if he will be content to begin in doubts, he will end in certainties." and the one from Martin Luther King Jr.: "Our lives begin to end the day we become silent about things that matter." Both of these appear in the second essay on speaking truth to power and it is in this area that I believe the most work is needed. Far too many folks in power believe that they have the answers and won't accept any others. If they read this they might see the error of thier ways. 0 of 0 people found the following review helpful. Creating a Culture of Transparency is Difficult By P. Duncan I found Bennis et al.'s book to be extremely useful in identifying and disussing why creating or changing an organization's culture to one of transparency is necessary. In spite of "knowing better," many organizations have taken a step backward during the economic downturn to becoming more secretive, especially with its internal stakeholders. Leadership needs to be transparency in such times to get everyone onboard to work on keeping the organization viable. The book is a very quick read, which makes this a "perfect" selection for leaders on the go who need to wake up and smell the coffee!

In Transparency, the authors—a powerhouse trio in the field of leadership—look at what conspires against "a culture of candor" in organizations to create disastrous results, and suggest ways that leaders can achieve healthy and honest openness. They explore the lightning-rod concept of "transparency"—which has fast become the buzzword not only in business and corporate settings but in government and the social sector as well. Together Bennis, Goleman, and O'Toole explore why the containment of truth is the dearest held value of far too many organizations and suggest practical ways that organizations, their leaders, their members, and their boards can achieve openness. After years of dedicating themselves to research and theory, at first separately, and now jointly, these three leadership giants reveal the multifaceted importance of candor and show what promotes transparency and what hinders it. They describe how leaders often stymie the flow of information and the structural impediments that keep information from getting where

it needs to go. This vital resource is written for any organization—business, government, and nonprofit—that must achieve a culture of candor, truth, and transparency.

"...would not be out of place in the executive reading room." (Edge, October 2008) From the Inside Flap  
Transparency  
In a time when the reputation of an organization or a leader can be shattered by the click of a mouse, transparency is often a matter of survival in a world of global competition. But as stakeholders in different organizations increasingly clamor for transparency, what are they truly asking for? What is the promise of transparency? What are its very real risks? And why is it essential that leaders understand it? In this book, distinguished authors Warren Bennis, Daniel Goleman, and James O'Toole explore what it means to be a transparent leader, create a transparent organization, and live in an ever more transparent world culture. In three interconnected essays, they examine transparency from three different vantage points—within and between organizations, in terms of personal responsibility, and finally, in the context of the new digital reality—all with an emphasis on how these relate to leaders and leadership. The first essay explores an urgent dilemma for every contemporary leader: how to create a culture of candor. The second essay—with the provocative title "Speaking Truth to Power"—discusses a prerequisite for transparency and a responsibility we too often fail to fulfill. The final essay explores how digital technology is making the entire world more transparent. Combining theory and experience, this book offers both a long view of transparency and a wealth of practical advice. The ideas in each chapter will make anyone both a better follower and a better leader.  
From the Back Cover  
Praise for Transparency "After watching so many American presidents derailed by a culture of secrecy—Richard Nixon and George W. Bush are only the most recent—one might imagine that transparency would become the watchword of leaders everywhere. Alas, it has not: witness Enron and subprime mortgages. Here in these pages, with arguments that are enormously compelling, Warren Bennis, Daniel Goleman, and James O'Toole urge leaders of every stripe to create 'a culture of candor' around them. Please give this book to anyone heading toward the front office, especially if it is oval." —David Gergen, professor and director of the Center for Public Leadership, Harvard University; former White House advisor; author of Eyewitness to Power "Transparency vividly describes the powerful imperative for open and honest communication in a boundless world transformed by information technology and its impact on corporations and politics. With many practical examples, the authors underscore the importance of the leadership values of integrity, candor, courage, and responsibility as fundamental to sustainable success in an increasingly complex environment." —Daniel Vasella, M.D., chairman and CEO, Novartis AG, Basel, Switzerland "In this vital new book, Warren Bennis, Daniel Goleman, and Jim O'Toole have teamed up to address the vital question of our times, whether organizations have the courage to be open, honest, and most of all, transparent. They give deep insights into why transparency is essential to long-term business success. It is a must-read for anyone who wants to build an authentic organization." —Bill George, former CEO, Medtronic; professor, Harvard Business School; author of True North and Authentic Leadership