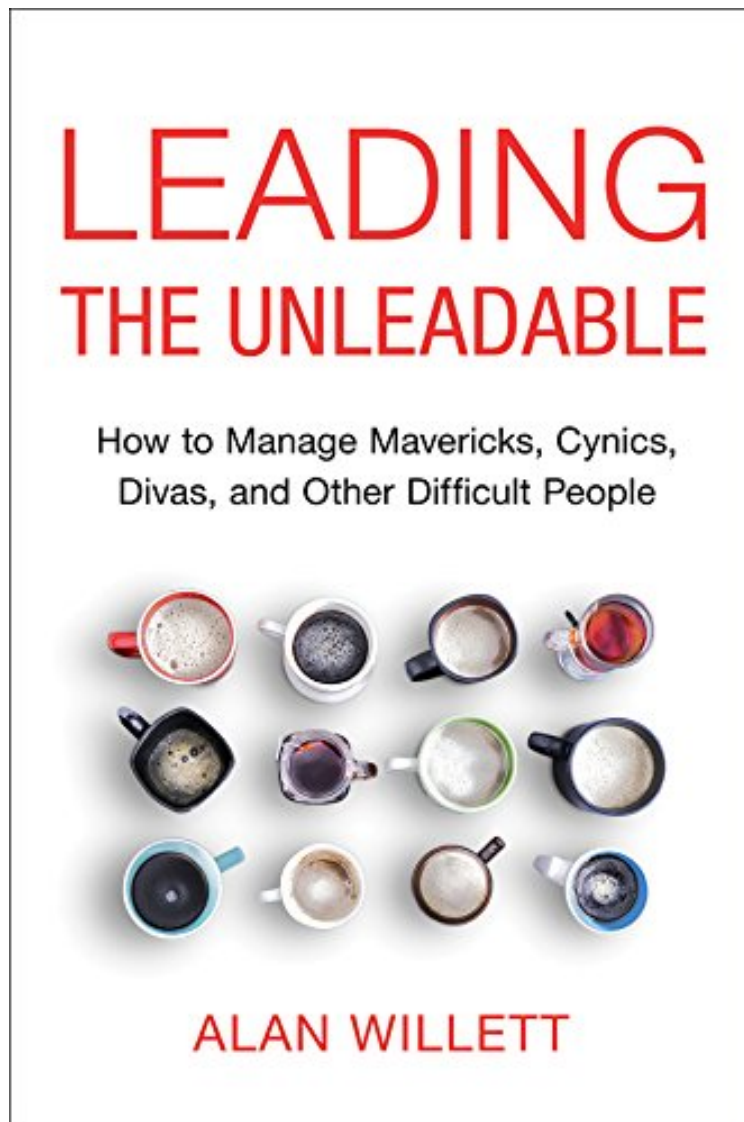


(Free download) Leading the Unleable: How to Manage Mavericks, Cynics, Divas, and Other Difficult People

Leading the Unleable: How to Manage Mavericks, Cynics, Divas, and Other Difficult People

Alan Willett

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The control-freak, the narcissist, the slacker, the cynic... Difficult people are the worst part of a manager's job. Whether it comes from direct reports or people above, outbursts, irrational demands, griping, and other disruptions need to be dealt with—and it's your responsibility to do it. Leading the Unleashable turns this dreaded chore into a straight forward process that gently, yet effectively, improves behaviors. Written by an insider in the tech industry, where personality issues routinely wreck projects, the book reveals a core truth: most people actually want to contribute results, not cause headaches. Once you realize the potential for change, the book's simple steps, examples, and scripts explain how to right even the most hopeless situations. You'll learn how to: Master the necessary mindset Explain the problem calmly in a short feedback session Get a commitment to change, and follow up Coach others to replicate the process Develop the situational awareness required to spot trouble even earlier in the future Every manager has "problem people." What sets great managers apart is how they turn them into productive team players. Prepare to transform the troublesome into the tremendous.

"It's a logical organizational design and learning approach, supported by a few realistic case studies and some very practical advice... Positive, and enough for new and seasoned managers to use as a guide to the divas around us." -- Booklist "His system will give leaders at all levels the skills and confidence to give a group the freedom they need to be creative and productive without letting them wreak havoc with the team's agenda." -- Retailing Insight "[Willett] urges you to appreciate the diversity of every leaf—mavericks, cynics and divas aren't out to sink you; they just see another path to improving the organization." —Globe and Mail "…makes a compelling argument to set the bar higher and accept the call to exceptional leadership… provides useful practical guidance and is an important addition to the reference collection of project managers seeking to achieve their full leadership potential." —PM World Journal "…how to become an exceptional leader who can manage anynot; one in any situation… an easy-to-read book on a complex subject." —BizEd "…Presents a framework, approach, and recommendations for transforming the troublesome to the tremendous." —PM World Journal From the Back Cover "Whether you're new to the leadership ranks, a veteran, or recently promoted from one leadership role to another, Leading the Unleashable will guide you through the quagmire of difficult issues in turbulent times. Alan gives you the courage and skills to lead in tough situations, with tough people, in a tough environment." —Alan Weiss, PhD, author of Million Dollar Consulting "A great book. A great inspiration. And great leadership concepts for managing large organizations or even for leading teams of one: yourself!" —James Over, technical director, software engineering practices, Software Engineering Institute, Carnegie Mellon University "Your difficult people are often extremely valuable when turned in the right direction. Read this. Better yet, understand the concepts in this book and use them. This book teaches you the value of assuming good intent, and of focusing on the team rather than the individual." —Noopur Davis, senior vice president, Technology and Product at Comcast Tech industry insider Alan Willett knows all about managing difficult people and projects. His insights, examples, and scripts reveal a simple formula for changing behaviors and drawing out exceptional performances, including how to: • Recognize that people want to be contributors • Develop the right mindset for tackling challenges • Conduct feedback sessions to explain problems • Get an employee's commitment to change • Coach others to replicate the process • Spot trouble before it snowballs Alan Willett is president of Oxseeker, a leadership development and organizational culture change consultancy whose clients include Oracle, Microsoft, NASA, Intuit, and others. About the Author ALAN WILLETT is president of Oxseeker, a leadership development and organizational culture change consultancy whose clients include Oracle, Microsoft, NASA, Intuit, and others.