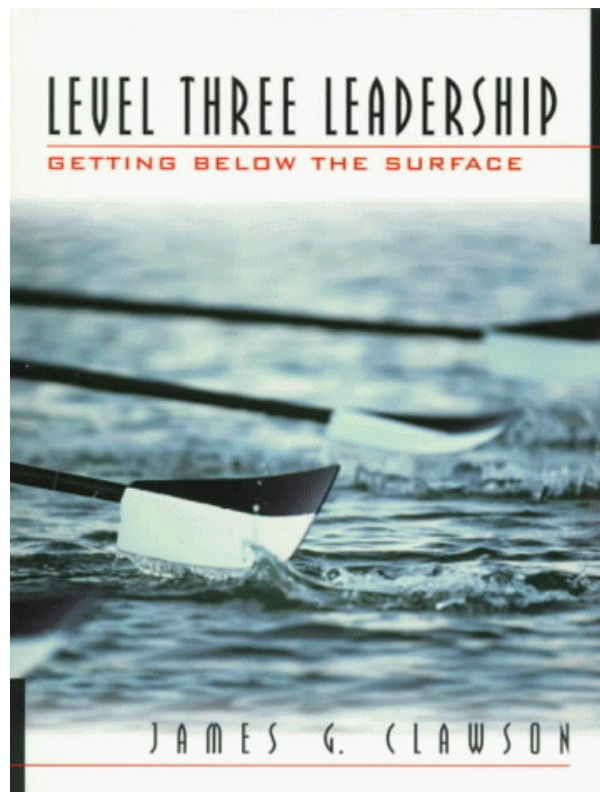
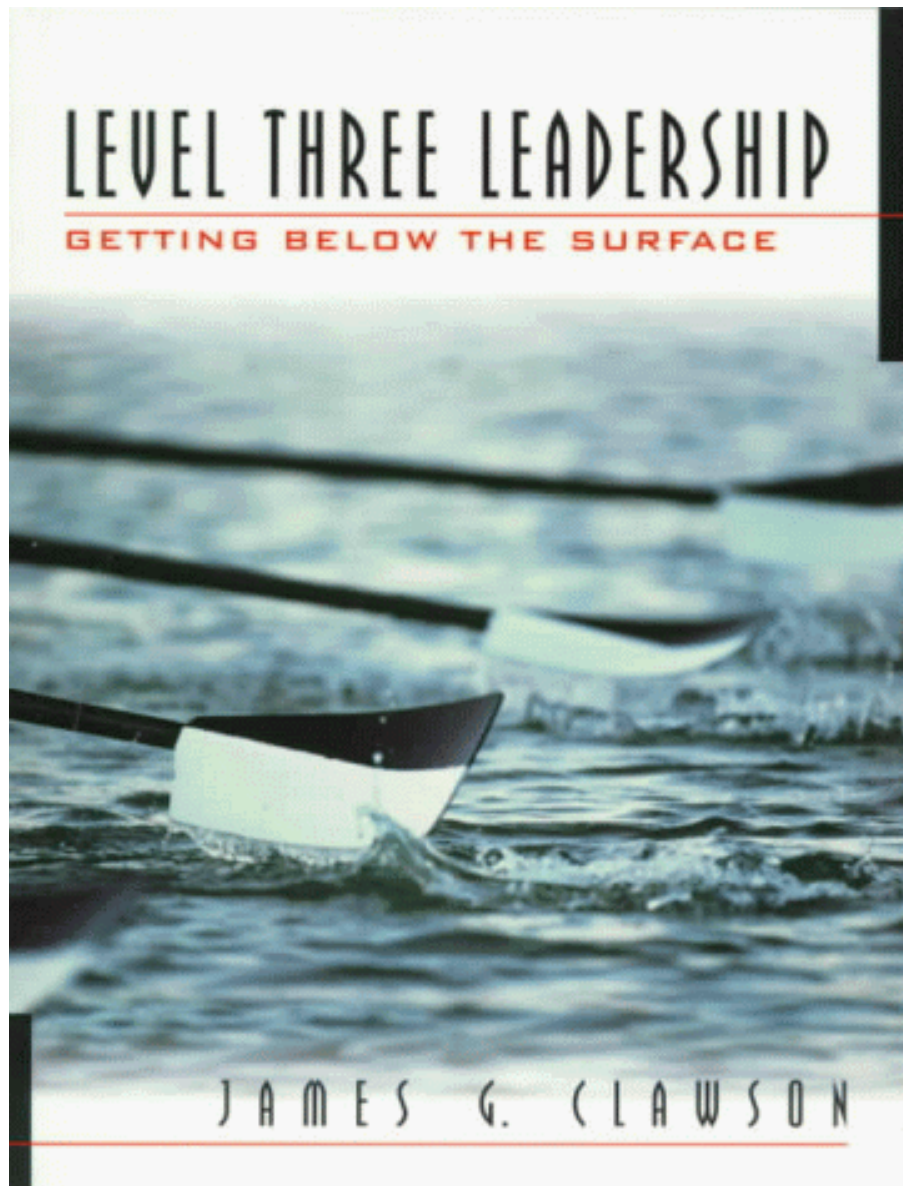


LEVEL THREE LEADERSHIP: GETTING BELOW THE SURFACE BY JAMES G. CLAWSON



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This innovative guide provides a comprehensive introduction to the practices and theories of values-based leadership. It shows readers how they can make a difference as leaders by getting below the surface of simply influencing others' behavior and leading more profoundly -- i.e., influencing people's thinking and feelings, as well as their behavior. Covers: The Changing Context of Leadership; General Model of Leadership; Levels of Leadership; The Moral Foundation of Leadership; Six Steps to Effective Leadership; Leadership and Intelligence; Resonance, Leadership and the Purpose of Life; Strategic Thinking; Leading Others; Leading Teams; Leading Organizational Design; and Leading Change. A guide and reference for practicing managers who on their own or in connection with on-going studies in executive MBA or executive short courses want to learn more about how to become a more effective leader.

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In Level Three Leadership: Getting Below the Surface, James G. Clawson introduces a new leadership model for practicing managers. He asserts that in the past, managers have tried to lead simply by influencing employees' behavior (Level One) or by appealing to their conscious thoughts (Level Two). Managing effectively in today's age of rapid change and open access to information requires Level Three Leadership, which offers a deeper, more lasting impact by working with people at the level of their fundamental values, assumptions, beliefs, and expectations.

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Author's Comment

By Jajisee

This book summarizes current, practical knowledge about what it means to be an effective leader. Leadership implies three major thrusts: strategic thinking (leadership for what?), relationship building (leading whom?) and designing an action context (organizational design issues) all discussed in the text. Further, the book asserts that leaders who target Level Three (core values, assumptions, beliefs, and expectations or VABEs) can be more effective and powerful than those who, traditionally, target Level One (focus on behavior) and Level Two (conscious thinking). The book also introduces the notion of INFOCRACIES, or organizations that are increasingly being redesigned by the information systems within them and presents a framework for thinking about developing deeper influence. As the author, clearly I'm biased, AND I've found that this approach has worked very well with many clients and executive education programs. The book was intended

as a dense summary for executive education audiences in short, week long seminars. If you have suggestions, I'm eager to hear.

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