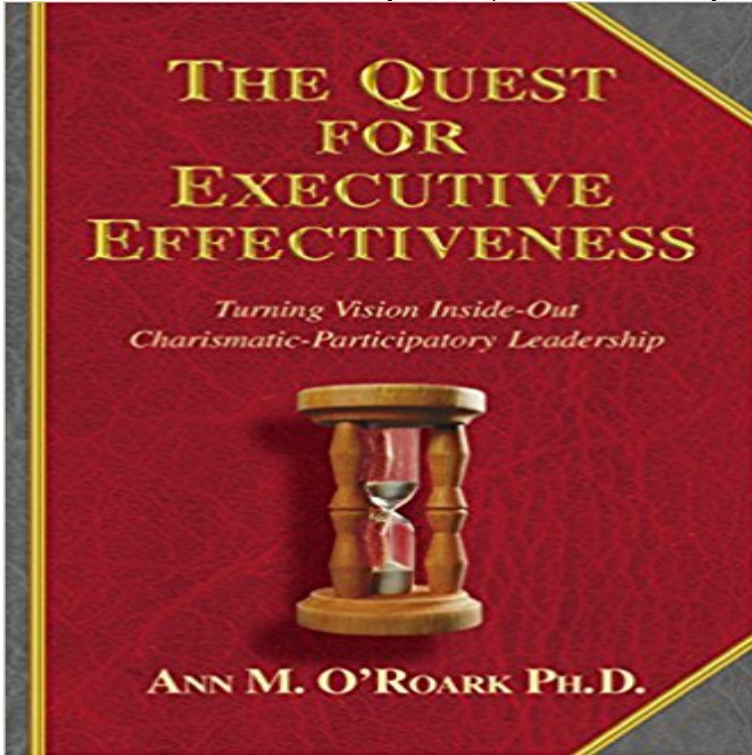


# The Quest for Executive Effectiveness: Turning Vision Inside-Out: Charismatic-Participatory Leadership



Part One is about setting priorities. Executive strength lies in personal integrity and attributes. What's the condition within the executive who is responsible for the visioning, the setting in motion and the achieving? The business of turning an individual vision into a collective success takes shape over time and through trust. Due diligence begins with checking first things first. The basic equipment is the self.

Part Two is about what happens along the way toward the vision. It is a close look at the dynamics of curiosity, anxiety, and anger. Trust recurs at the center of the critical path. Demonstrated valor and accurate perception engender trust. Trust is a filter point through which surprise encounters must travel. The executive's application of emotional wisdom and vigor heralds productive change. Part Three recognizes organizations as fields-of-potentials for leadership impact, positive and negative. Executive power is manifested through expectations, controls, attitudes, and productivity drive. Authoritative power can foster or inhibit individual and collective achievement. We foster productivity as we become quick to realize what's important. With clear and compelling visions, we who chose to be executives are able to seize-the-moment. We can work wholeheartedly, effectively, and successfully at being an executive. Executives who take the long view learn that lasting success is earned through a disciplined process of trust building.

Endorsements This volume provides a superb integration of human emotion and motivation with a comprehensive analysis of the structure and functions of complex organizations. By following Dr. O'Roark's unique invitational leadership approach and model for charismatic leadership, the effectiveness of executives and managers in business, industry, and government organizations will be greatly enhanced.

Charles D. Spielberger, Ph.D., ABPP;

Director, Center for Research in Behavioral Medicine and Health Psychology Ann ORoark has distilled more than 40 years of teaching, counseling, and consulting to executives into an easily read book that aspiring executives - and even those who have made it - will find interesting and helpful. No slogans, no easy answers, but useful wisdom among lively examples from real life. Harry Levinson, Ph.D., Founder: The Levinson Institute & Harvard Professor Emeritus How much would you pay for one day of consulting time with a seasoned psychologist-consultant? Here, for less than the cost of a modest lunch, Ann ORoark's *The Quest for Executive Effectiveness* summarizes over 30 years of her experience consulting to organizations and managers. Her thoughtful examination of business needs and personal characteristics - including the rarely studied managerial psychology of curiosity, anger and anxiety - provides much food for thought for executives and psychologists alike. Skip lunch; buy the book; then read it and practice its sage advice. Rodney L. Lowman, Ph.D., College of Organizational Studies, Alliant University Most comprehensive and scholarly, yet eminently readable. Any student of leadership - from beginner to the seasoned CEO - will find this book to be invaluable. I am impressed with [Dr. ORoark's] insistence that organizational change starts on a very personal level - with self-motivation. An excellent contribution to the field. Betty L. Siegel, President, Kennesaw State University With considerable experience earlier in public service and later in assessment, training, and counseling of business executives, Ann ORoark provides a model of executive excellence with pithy illustrations and evidence. She lays out the leaders need to be both transformational and transactional in providing vision, direction and organization, to be emulated and trusted, and to use invitational power to bring about honest and realistic participation. It is a fresh and refreshing point of view. Bernard M. Bass, Ph.D., Co-Director of the Center

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