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organizations and communities
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lives, opportunities to lead call
out to us. At work and at home, in
our local communities and in the
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a difference beckons. Yet often, we hesitate. For all its passion and promise, for all its excitement and rewards, leading is risky, dangerous work. Why? Because real leadership-the kind that surfaces conflict, challenges long-held beliefs, and demands new

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Heifetz and Marty Linsky are on the faculty at the John F. Kennedy School of Government at Harvard University. Heifetz is the author of Leadership Without Easy Answers and Co-director of the school's Center for Public Leadership. Linsky is Faculty Chair of many of

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different mental map, one where organizations are networks of fluid, evolving relationships and where people are motivated by a desire to grow, learn, and serve a larger goal. Using dozens of memorable stories, Quinn describes specific actions leaders

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can take to facilitate the emergence of this organizational culture—helping people gain a sense of purpose, engage in authentic conversations, see new possibilities, and sacrifice for the common good. The book includes the Positive Organization

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Generator, a tool that provides 100 real-life practices from positive organizations and helps you reinvent them to fit your specific needs. With the POG you can identify and implement the practices that will have the greatest impact on your

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business as well as the language of the positive organization. When leaders can do this, they are able to make real and lasting change.

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Quinn and Anjan J. Thakor say pretty much everything. Leaders and managers are taught that employees are self-interested and work resistant, so they create systems of control to combat these expectations. Workers resent these systems, and

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Contributors, and, ironically, easily exceed those quarterly targets. Based on their widely acclaimed Harvard Business Review article, Quinn and Thakor offer eight sometimes surprising steps for shifting from a transaction-oriented mind-set

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