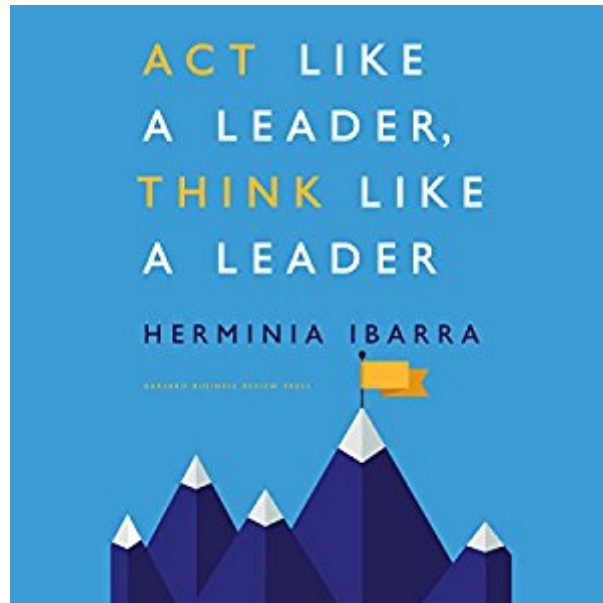


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# Act Like A Leader, Think Like A Leader



## Synopsis

You aspire to lead with greater impact. The problem is you're busy executing on today's demands. You know you have to carve out time from your day job to build your leadership skills, but it's easy to let immediate problems and old mind-sets get in the way. Herminia Ibarra - an expert on professional leadership and development and a renowned professor at INSEAD, a leading international business school - shows how managers and executives at all levels can step up to leadership by making small but crucial changes in their jobs, their networks, and themselves. In *Act Like a Leader, Think Like a Leader*, she offers advice to help you: Redefine your job in order to make more strategic contributions Diversify your network so that you connect to and learn from a bigger range of stakeholders Become more playful with your self-concept, allowing your familiar - and possibly outdated - leadership style to evolve Ibarra turns the usual "think first and then act" philosophy on its head by arguing that doing these three things will help you learn through action and will increase what she calls your *outsight* - the valuable external perspective you gain from direct experiences and experimentation. As opposed to insight, *outsight* will then help change the way you think as a leader: about what kind of work is important; how you should invest your time; why and which relationships matter in informing and supporting your leadership; and, ultimately, who you want to become. Packed with self-assessments and practical advice to help define your most pressing leadership challenges, this book will help you devise a plan of action to become a better leader and move your career to the next level. It's time to learn by doing.

## Book Information

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## Customer Reviews

Leadership transitions are always a challenge. It doesn't matter if you're assuming a leadership role for the first time, assuming a new role, or working to expand your influence while staying in the role or position you have, it's always hard. Fortunately, there are several good books out there to help you. I think of them as books about shedding your old self and moving up.

- Two of the best of those are Scott Eblin's *The Next Level* and Marshall Goldsmith's *What Got You Here Won't Get You There*. *Act Like a Leader, Think Like a Leader* is part of that group, but different and distinctive.

Herminia Ibarra says that her book is about the process of learning to be a leader. It's not so much about what kind of leader you should want to be. It's about the process of becoming.

**The Basic Premise** Most of the standard advice about how you grow into something new and learn new roles is that you start from the inside. Writers tell you to look for insight into what you are like and what you are good at. Then you should decide what you want to become. Ibarra goes back to Aristotle to recommend coming from a very different place.

Aristotle observed that people become virtuous by acting virtuous: if you do good, you'll be good. His insight has been confirmed in a wealth of social psychology research showing that people change their minds by first changing their behavior. Simply put, change happens from the outside in, not from the inside out.

- Instead of insight she labels what you'll find starting from the outside as "outsight."
- It's what makes *Act Like a Leader, Think Like a Leader*, distinctive and effective.

There are three sources of "outsight."

- There are new ways of doing your work. There are new relationships that create a new network.

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