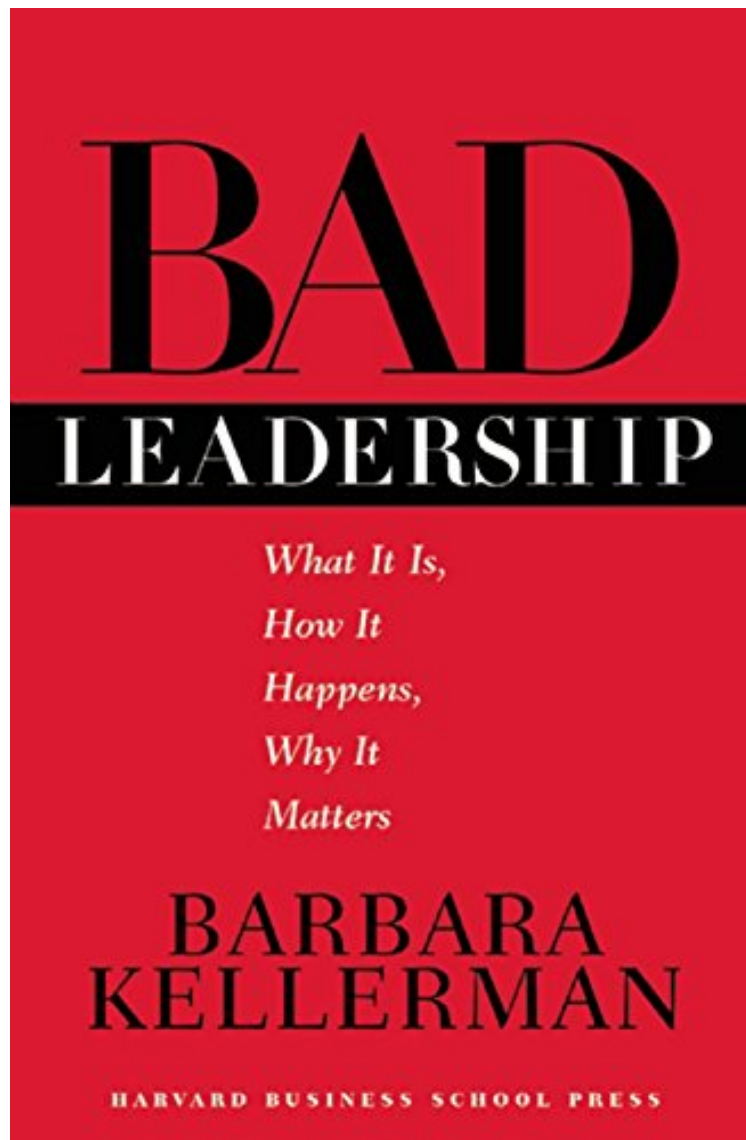


[Free read ebook] Bad Leadership: What It Is, How It Happens, Why It Matters (Leadership for the Common Good)

Bad Leadership: What It Is, How It Happens, Why It Matters (Leadership for the Common Good)

Barbara Kellerman

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Barbara Kellerman : Bad Leadership: What It Is, How It Happens, Why It Matters (Leadership for the Common Good) before purchasing it in order to gage whether or not it would be worth my time, and all praised Bad Leadership: What It Is, How It Happens, Why It Matters (Leadership for the Common Good):

1 of 1 people found the following review helpful. Learning from Bad ExamplesBy SethI enjoyed reading this book. The author creates a typology of bad leaders and leadership and fits to it short and long case examples than include

many horrific and usually well known (even infamous) examples of bad leaders. The author begins by noting some of the tensions about writing about bad leaders as compared to good leaders. However, it is clear one can and should learn from the case materials provided and that the sense of defensiveness is misplaced. The book is accessible and easy to read. The author provides a few short case examples followed by one that is much more extensive to illuminate each type of bad leadership. Readers are led through an all too common landscape of leadership, management and corporate horrors often tacitly supported by boards, external auditors and regulators. The book by combining an array of bad leadership examples provides an authoritative look at this darker side of the workplace making it a good source of examples. The typology provides a framework that encourages examination of the workplace for the attributes of each type. The author also underscores the enabling aspects of submissive, fearful and indifferent followers who help to create and sustain the leader's pathologies. The book however does not attempt to explain in any depth why bad leaders behave the way they do leading to the suggestion of a books such as *Leaders, Fools and Imposters* by Manfred F.R. Kets de Vries as one example of a psychodynamically informed examination of leadership pathology. The concluding chapter offers some standard and idealistic suggestions on avoiding and combating bad leadership, a somewhat disappointing concluding chapter for an otherwise good book. As the author notes, there are no easy answers when it comes to the adverse outcomes created by the darker side of human nature. 1 of 1 people found the following review helpful. Very extensive in giving examples of bad leaders and their decision making. By Robert Goodwyn Very extensive in giving examples of bad leaders and their decision making. The context of examination through several principles works well. Seems to take a little long in getting to the point. Good reference material and concepts. 1 of 1 people found the following review helpful. Learn good leadership by looking at bad leadership. By Scoop Absolutely the best book on leadership I have read. Learned more about leadership reading about bad leadership than reading about good leadership.

How is Saddam Hussein like Tony Blair? Or Kenneth Lay like Lou Gerstner? Answer: They are, or were, leaders. Many would argue that tyrants, corrupt CEOs, and other abusers of power and authority are not leaders at all--at least not as the word is currently used. But, according to Barbara Kellerman, this assumption is dangerously naive. A provocative departure from conventional thinking, *Bad Leadership* compels us to see leadership in its entirety. Kellerman argues that the dark side of leadership--from rigidity and callousness to corruption and cruelty--is not an aberration. Rather, bad leadership is as ubiquitous as it is insidious--and so must be more carefully examined and better understood. Drawing on high-profile, contemporary examples--from Mary Meeker to David Koresh, Bill Clinton to Radovan Karadzic, Al Dunlap to Leona Helmsley--Kellerman explores seven primary types of bad leadership and dissects why and how leaders cross the line from good to bad. The book also illuminates the critical role of followers, revealing how they collaborate with, and sometimes even cause, bad leadership. Daring and counterintuitive, *Bad Leadership* makes clear that we need to face the dark side to become better leaders and followers ourselves. Barbara Kellerman is research director of the Center for Public Leadership and a lecturer in public policy at the Kennedy School of Government, Harvard University.

From Publishers Weekly "How," asks Kellerman, "will we ever stop what we refuse to see and study?" Research director of the Center for Public Leadership and lecturer in public policy at Harvard University's Kennedy School of Government, Kellerman focuses in opening chapters on the nature of leadership, the rise of a "leadership industry," the complicit role of followers, the definition of bad leadership and reasons for its occurrence. Kellerman's style combines the direct prose of the boardroom with the erudition of the classroom; relevant citations abound, from Machiavelli and Thomas Hobbes to Newsweek and Washington Monthly. Kellerman posits seven "types" of bad leadership and devotes a chapter containing a few brief examples and one detailed analysis to each. Drawing from the corporate, nonprofit, government and public opinion sectors, she examines instances of incompetence, rigidity, intemperance, callousness, corruption, insularity and even evil. Her focus isn't limited to individual behavior; context and the actions of followers are also considered. For example, the International Olympic Committee is faulted as much as its former president for scandals and commercialism that have sometimes undermined the games. High-level cabinet members, prominent legislators and the nation as a whole share the blame for the Clinton administration's failure to intervene in Rwanda's genocide. The stories, and Kellerman's final section of correctives, are complex and nuanced; there are no easy answers. Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. From Booklist Bound for the top of the business best-sellers lists--at least in terms of the controversy it will generate--Harvard lecturer Kellerman's book argues cogently, compellingly, and with an amazing clarity for the identification of bad leadership and, then, for its removal. Too long has the concept of leadership been viewed only in shades of white within America--and, thus, too long have we denied the existence of bad leadership. Neither are followers excused, for they, too, have a real culpability, asserts Kellerman. Types fall into seven categories, either ineffective or unethical, and include incompetent, rigid, intemperate, callous, corrupt, insular, and evil. And for each, she selects one recent example on which to focus, in addition to minor players, from former Mattel CEO Jill Barad and Reverend Jesse Jackson to Jim Jones and Saddam Hussein. As any good academic problem solver, she lists those corrections

necessary for leaders and followers to adopt. The real question is, Will this book be ignored? Hopefully not. Barbara JacobsCopyright copy; American Library Association. All rights reserved "Ms. Kellerman's volume is elegantly written and a pleasure to readhellip;" -- The Wall Street Journal, 26 October, 2004