

# Contents

	<b>Introduction</b>	<b>1</b>
	How to extract value from this book	2
<b>ONE</b>	<b>A taster of leadership – Where have all the leaders gone?</b>	<b>5</b>
	A cautionary tale for today’s times	5
	The Enron fallout	6
	Scandals everywhere!	8
	And so to Europe	10
	Positions of excellence diminish very rapidly	13
	A leadership crisis?	16
	But what about public sector values?	18
	A legitimate right to lead versus the ‘I/me’ agenda	22
	Private, public and political –	
	The problem’s everywhere	25
	Tools and techniques versus character	30
<b>TWO</b>	<b>The Leadership Gurus</b>	<b>33</b>
	John Adair – Action Centred Leadership (ACL)	33
	Warren Bennis – ‘The Dean of leadership gurus’	39
	Robert Blake and Jane Mouton – The grid people	44
	Ken Blanchard – The one minute manager	49
	David Brent – aka Rickie Gervais –	
	A modern leadership icon	52

Peter Drucker – Management by objectives	55
Fred Fiedler – The contingency theory man	61
Daniel Goleman – The emotional intelligence (EQ) man	66
Paul Hersey – Situational leadership	70
Manfred Kets de Vries – The psychology of leadership	77
John Kotter – The leader and change	81
James M Kouzes and Barry Posner – Leadership and followership	89
Nicolo Machiavelli – The Prince	93
Abraham Maslow – The motivation man	97
Douglas McGregor – The theory X and theory Y man (or carrot and stick approach)	103
David McClelland – Achievement, affiliation and power motivation	106
Tom Peters – The revolutionary leadership guru	112
WJ Reddin – Three Dimensional Leadership Grid	116
Tannenbaum and Schmidt – The leadership continuum	121
Abraham Zaleznik – Leadership versus management	126
<b>THREE    The leadership tool box</b>	<b>131</b>
Some thoughts on leadership and managing	131
The American Management Association’s (AMA) core competencies of effective executive leaders	150
Leadership skills and personal characteristics – A useful checklist	154
<b>FOUR    Leadership quotes</b>	<b>157</b>
What some people have had to say about leadership	157