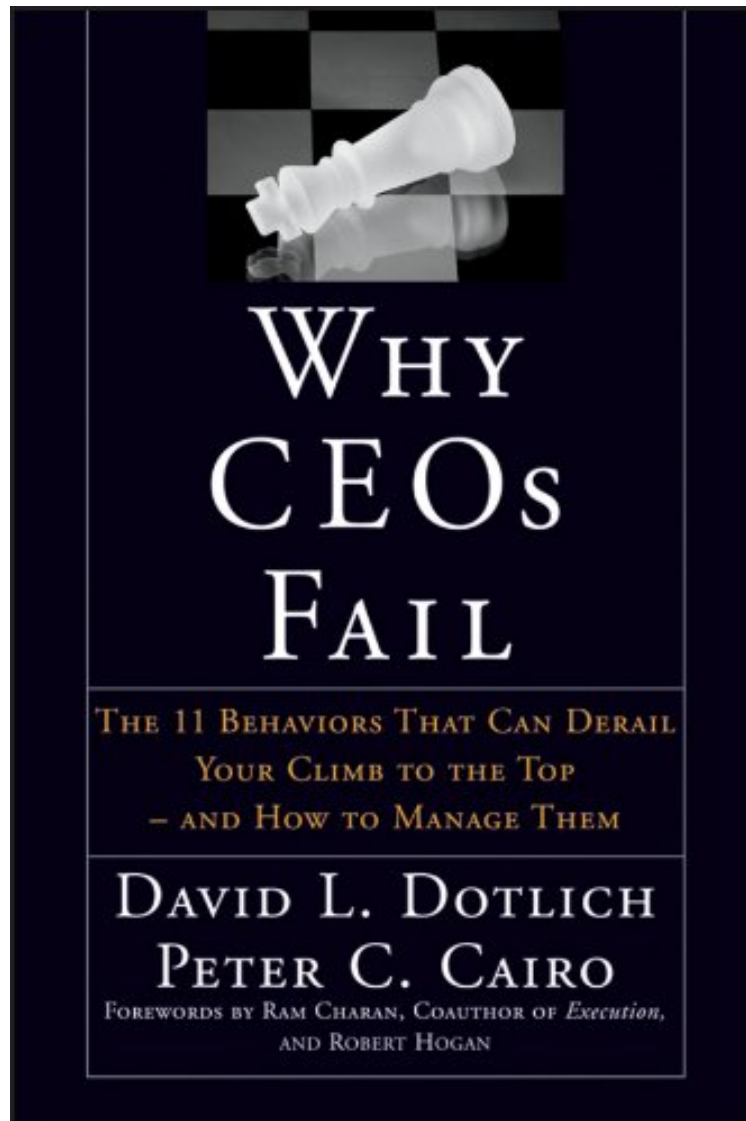


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Why CEOs Fail: The 11 Behaviors That Can Derail Your Climb to the Top - And How to Manage Them (J-B US non-Franchise Leadership)

David L. Dotlich, Peter C. Cairo

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David L. Dotlich, Peter C. Cairo : Why CEOs Fail: The 11 Behaviors That Can Derail Your Climb to the Top - And How to Manage Them (J-B US non-Franchise Leadership) before purchasing it in order to gage whether or not it would be worth my time, and all praised Why CEOs Fail: The 11 Behaviors That Can Derail Your Climb to the Top - And How to Manage Them (J-B US non-Franchise Leadership):

0 of 0 people found the following review helpful. A great scientific approach that matches personality derailers to CEO success
By Dan Green
This is a pretty good book, it's a quick read, and it's highly applicable. This book is fairly older so it is based off the older version of the HDS (Hogan Development Survey), but the application and factual information presented are still highly valuable. Even if you aren't familiar with the HDS, this book is great for anyone that wants to know why leaders fail (or maybe why your leader is currently failing). I'll bet you'll want to take the suite of Hogan assessments after reading this...
2 of 2 people found the following review helpful. Would Be Better As a Half-Day Seminar
By wrightnow
While the points are all very valid, the text seemed a little long and the real world scenarios didn't provide much detail. I could see this making a good corporate training program if it was delivered in a PowerPoint format for a 4-hour seminar. As a book, I struggled to get through it.
1 of 1 people found the following review helpful. A good collection of don'ts
By Patrick Perdu
Those who write software are used to the notion of anti-pattern: it is frequently easier to show what not to do than to explain the best practices. This is the equivalent for management. Insightful.

If any of the following behaviors sound like you or someone you work with, beware! In *Why CEOs Fail*, David L. Dotlich and Peter C. Cairo describe the most common characteristics of derailed top executives and how you can avoid them: Arrogance; you think that you're right, and everyone else is wrong. Melodrama; you need to be the center of attention. Volatility; you're subject to mood swings. Excessive Caution; you're afraid to make decisions. Habitual Distrust; you focus on the negatives. Aloofness; you're disengaged and disconnected. Mischievousness; you believe that rules are made to be broken. Eccentricity; you try to be different just for the sake of it. Passive Resistance; what you say is not what you really believe. Perfectionism; you get the little things right and the big things wrong. Eagerness to Please; you try to win the popularity contest.

.com Take a walk on the dark side of leadership with executive coaches David Dotlich and Peter Cairo. *Why CEOs Fail* succeeds in tracking the downfall of careers and companies by defining eleven "derailers"--the deeply ingrained personality traits that shape leadership behavior. Among them: melodrama, aloofness, volatility, perfectionism, eccentricity and eagerness to please. The authors alternate high profile cases (the arrogance of Enron CEO Jeff Skilling, the melodrama of Vivendi Universal's Jean-Marie Messier, Rick Thoman's aloofness at Xerox) with compelling case examples from their coaching practice. Each chapter is a gem, illuminating one derailer in concrete and nuanced terms with red warning flags and strategies for damage control. One exceptional chapter explores "mischievousness" in rule breaking leaders including Bill Clinton and Mattel's Barbie Maven, Jill Barad. Derailing behaviors can't be eliminated, the authors warn, because they are the shadow of our strengths. Consider, for example, how charisma can cross the line to melodrama or how decisiveness becomes arrogance. CEOs and leaders-in-waiting must map the stress that triggers derailers and engage in unflinching self-reflection by asking, "What would my worst critics say about my behavior?" Because they counsel leaders to ask these tough and essential questions, Dotlich and Cairo suggest that we approach our leadership failures as research. It's a brilliant idea. -- Barbara Mackoff
From Publishers Weekly
Businesses are often defined by the personalities at the top. Enron's Jeff Skilling and Tyco's Dennis Kozlowski rose through the ranks with their single-minded determination and abrasive styles, but also saw their careers-and companies-fail spectacularly because of those same traits. Management consultants Dotlich and Cairo diagnose the behaviors that can sink even the most talented businesspeople. Whether it's arrogance, aloofness, volatility or any of the other personality flaws they've singled out, the authors encourage CEOs to throttle back on Type A brashness and focus more on team-building that will create a loyal and honest staff. It's an original melange of business smarts and accessible psychology, and the authors' able storytelling brings their diagnoses to life. Unfortunately, after pointing out everything CEOs are doing wrong, they don't spend much time on what they should do instead; a quick wrap-up chapter on successful managing techniques is all that's offered. But as a dissection of the leadership flaws that saw so many executives crash and burn over the last couple of years, this is a book without peer. Copyright 2003 Reed Business Information, Inc. "...it follows a simple, clean formula that seems to make intuitive sense and is backed up with real-life case studies...an interesting and enlightening read..." (Leadership Organization Development Journal, August 24, 2003) "...particularly refreshing...the balance is right..." (Director, March 2006)