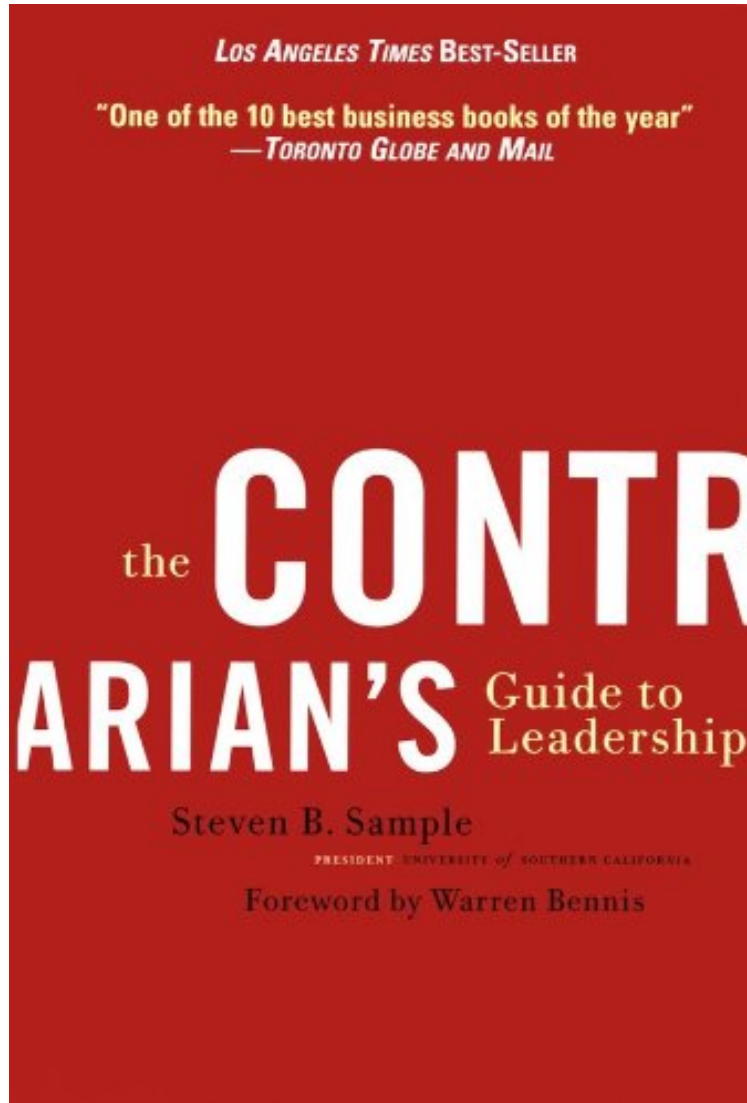


(Download ebook) The Contrarian's Guide to Leadership (J-B Warren Bennis Series)

The Contrarian's Guide to Leadership (J-B Warren Bennis Series)

Steven B. Sample

*DOC | *audiobook | ebooks | Download PDF | ePub*



[Download](#)

[Read Online](#)

#153085 in eBooks 2009-05-18 2009-05-18 File Name: B001JEPKPQ | File size: 52.Mb

Steven B. Sample : The Contrarian's Guide to Leadership (J-B Warren Bennis Series) before purchasing it in order to gage whether or not it would be worth my time, and all praised The Contrarian's Guide to Leadership (J-B Warren Bennis Series):

2 of 2 people found the following review helpful. Makes you thinkBy Noah carpenterI first heard about this book in Bill Hybels "Courageous Leadership." Hybels requires all of his leaders in his church to first read this book. Surprisingly this book is not based on Christian leadership. The main idea behind the book is that Sample takes ideas that are commonly thought of as a leaders best practices and show why leaders should do just the opposite. (Contrarian definition: a person who opposes or rejects popular opinion) I had no idea what a contrarian was before reading this

book, but learned a lot of valuable ideas. This book really challenged me to think outside the box. As the title says, the topics covered in this book usually go against what everyone holds as a leader's best practices. In each chapter I had to think about what was being covered and why it made sense to go against the popular belief besides what Sample was simply writing about. I did not want to just take him at his word, but challenged myself to see why his points either made sense, or did not at all. I highly recommend this book to stretch your mind in leadership practices. Very early on in the book Sample challenges the reader to make a hypothetical decision that no-one ever would want to have to make, but it sets the tone for the book for getting the reader out of their current mold and challenging why they think that way. This book also has a lot of practical applications and is not just all theory and thought. I tend to learn through example and find it easier to connect with a book that has practical implications rather than be just about theory. This book has a good mix and Sample makes sure to have practicality in all of his chapters and topics. Some of my favorite quotes from the book: "... the leader's role is to be sufficiently broad so as to be able to integrate the advice of several experts into a coherent course of action." - Showed me that a leader does not have to be the know-all in all particular fields that they observe, that is what the experts are for. The leader just needs to have experts in specific areas that they trust and have the ability to gather all the information and formulate an appropriate plan." "..., an effective leader must sell himself first and his vision or policies second." - A leader must have followers, if not they are not a leader. If a leader does not first sell themselves and show others why they should follow, then the leader has no chance of getting people on board to follow their vision. So when being a leader you need to make sure those you lead trust you as a person before they trust your vision. "If you leave a white post alone it will soon be a black post. If you particularly want it to be white you must be always painting it again." (Quote from G.K. Chesterton) - A simple thought but can be applied to a lot of places in life. As with leadership and inspiring others to a vision, eventually excitement will wane. Thus everything will take continued work. You are either improving or degrading, not staying the same. 1 of 1 people found the following review helpful. Ideas that a leader should have! By Freddy C. Steven B. Sample, the tenth president of USC, and past president of other notable universities brought to us a great book about leadership. Here, he plainly states that this book can be read out of context to other chapters and that the reader can "feel free to keep what appeals to you and simply forget the rest" (Sample, 2003, p. 5). It is this nonchalant perspective on how the reader can engage the art of leadership that speaks volumes to how it correlates to intersectoral leadership topics. In fact, much like collaboration, Sample (2003) pointed out that leadership is always a work in progress since it is "never finished and complete; rather, they are always evolving, always changing, never static" (p. 5). In this book, Sample (2003) talks about fifteen (15) principles that would help a leader "break free of the wisdom of the herd, and strike out in bold new directions" (p. 189). Here are some of the principles that really matched topics of intersectoral leadership: (1) "think gray"; and (2) "work to bring out the best in your followers (and yourself) while minimizing the worst" where the overall view on leadership is that it is "highly situational and contingent" (pp. 189-190). With the first principle, the ability to be flexible and suspend judgment closely matches the topic of negotiations and decision making within intersectoral leadership, where a decision should be made after all relevant facts are available or there is a requirement to make a choice. As to the second principle, collaboration within intersectoral leadership can greatly be benefited by having a good understanding of the realities of human nature and knowing what actions might be taken and how the leader can adapt to ensure their followers are able to accomplish a common goal. Though an aspect that would benefit such learning within intersectoral leadership is that a leader "must learn to live with dirt on their hands in order to achieve larger ends" since that can include making the hard decisions that a leader would have to own up to when they act for their followers (Sample, 2003, p. 95). Thus, striving to be original, not led by the herd or influenced as easily, while striking the balance between collaboration and leadership, is the tightrope that as Sample (2003) cited Bennis, leads to "leaders do[ing] the right thing" (p. 192). This book is worth reading to know how to be an effective architect of intersectoral leadership history in the making. Reference: Sample, S.B. (2003). *The Contrarian's guide to leadership*. San Francisco, CA: Jossey-Bass. 0 of 0 people found the following review helpful. Poses excellent challenges to time-honored leadership mandates. Excellent, thought-provoking reading. By Customer I'm a long-time nurse, mid-level manager, and faculty in BSN/MSN nursing programs. As such I am familiar with a wide variety of leadership theories and texts, and in addition to my practice I often teach leadership classes. I was introduced to Sample's 'Contrarian Leadership' theory early in my own doctoral program, and loved it immediately. Most theories (in any profession) are very black and white - do this, don't do this, this is correct, this is poor management. Sample's theory is just what the title states - he questions everything, and provides suggestions as to how to lead effectively through common sense assessment of problems and looking at a wide variety of usable interventions. My favorite from this book deals with problem solving: Early on in my career, I was indoctrinated into the common belief that a good leader solved every problem immediately - then your staff would love you and your company would soar in productivity and/or customer satisfaction. But I almost drowned under the ever-mounting piles of issues that needed a solution. I sometimes envisioned my desk as a coffin, where good ideas came to die. Instead of this 'fix-it-fast' mentality, Sample proposes the approach of 'artful procrastination' - most problems do NOT need fixed in the next five minutes, or even the next week; a few high-risk problems do require a fast fix. In the first group of problems awaiting

the fix, artful procrastination results in 1) having more time to accumulate more information, which results in better solutions, and 2) many problems that fix themselves quite successfully. This leaves just a few issues that are time-critical, and a manager who has more time to focus on these needs - again, you get potentially better outcomes because you have time to gather and process information quickly. This is a very basically stated summary - but it so clearly defines the importance of questioning and challenging the theories that depend on a list of rules to guide problem-solving. Sample provides simply stated suggestions for successful leadership, with examples and often with pithy phrases to help you remember the concepts. In a way, Sample takes away the guilt many managers suffer when they are unable to fit a solution into a strict leadership structure; the resulting freedom to use common sense results in interventions that make sense to both leaders/managers and their staff, and are therefore more likely to find answers that meet the needs of the many instead of the few. Excellent theory written clearly, with humor and with applicability to leadership in any field and at every level. Should be required reading for any leaders.

In this offbeat approach to leadership, college president Steven B. Sample-the man who turned the University of Southern California into one of the most respected and highly rated universities in the country-challenges many conventional teachings on the subject. Here, Sample outlines an iconoclastic style of leadership that flies in the face of current leadership thought, but a style that unquestionably works, nevertheless. Sample urges leaders and aspiring leaders to focus on some key counterintuitive truths. He offers his own down-to-earth, homespun, and often provocative advice on some complex and thoughtful issues. And he provides many practical, if controversial, tactics for successful leadership, suggesting, among other things, that leaders should sometimes compromise their principles, not read everything that comes across their desks, and always put off decisions.

.com In *The Contrarian's Guide to Leadership*, University of Southern California President Steven Sample offers up a refreshing perspective on the characteristics of a successful leader. Some of Sample's prescriptions: try reading Machiavelli's *The Prince* instead of *The New York Times*, learn to work for those who work for you, and "Anything worth doing at all is worth doing poorly. It may be worth more if it's done well, but it's worth something if it's done poorly." This book is not just for CEO's: middle management and anyone interested in promoting good leadership will benefit as well. --Harry C. Edwards "An intoxicating read, a bushwacker's delight ..." "Real thought and leadership run everywhere in this distillation from Steve Sample's rich experience as a leader. He writes easily and well, but the points he makes run deep and help you reflect on your own experience. Read this book at your own risk: you just might learn something startling." --George P. Shultz, former U.S. Secretary of State "Every leader or anyone who hopes to be one should read what Steven Sample says about leadership. No one could possibly say it better than he has in *The Contrarian's Guide to Leadership*. This gem of focused wisdom is presented with such amazing originality, clarity, and artful eloquence that it often holds the reader spellbound. It is sure to become the classic leadership text." --Simon Ramo, cofounder, TRW Inc. "This is an intoxicating read, a bushwacker's delight. With swift, sure strokes, Steve Sample cuts down a lot of bad ideas about leadership and opens up a new path for the next generation to follow. No wonder he has turned around not one but two major universities." --David Gergen, noted commentator, bestselling author, and adviser to four United States Presidents "The Contrarian's Guide to Leadership is a unique guide to effective management because it's written by someone who practices what he preaches. Steven Sample isn't someone who just writes about leadership; he leads. As a result, he offers us fascinating reading, illuminating a way that others may follow." --Michael Eisner, chairman and chief executive officer, the Walt Disney Company "I loved this book attributing the huge recent gains at USC to a learnable, determined rationality that especially values correct decisions that are contrary to conventional wisdom." --Charles Munger, vice chairman, Berkshire Hathaway Inc. "This splendid work, unlike other recent textbooks and cookbooks on leadership, explores the issues and values that are the essential foundation of leadership. Enlivened with practical examples and enriched by personal experience, this is a book of major stature and enduring significance." --Frank Rhodes, president emeritus, Cornell University "In this era of hype and simplistic how-to lists, Steven Sample's refreshing book stands out for its depth and unusual personal insight. Lessons from great leaders of history blend with his experience as university president to illustrate the many roles leaders play, from artful listener to entertaining storyteller, as they struggle with circumstances en route to significant accomplishments. Reading this provocative book will help all leaders better understand themselves and their choices." --Rosabeth Moss Kanter, Arbuckle Professor of Business Administration, Harvard Business School, and bestselling author of *Evolve: Succeeding in the Digital Culture of Tomorrow* "Steven Sample goes well beyond conventional wisdom about the art of leadership and brings a totally new dimension to the rich body of literature on the topic, dotting this lively narrative with pearls of wisdom and insight based on his wealth of experience. What emerges is a stimulating and provocative 21st century vision for how leadership can be taught, learned, and practiced." --Ray Irani, chairman and chief executive officer, Occidental Petroleum Corp. "The Contrarian's Guide to Leadership is not only a helpful guide to effective leadership, it is a thoughtful guide to successful living. One main point that comes through is that 'big time' leadership is only possible after answering tough and probing questions about one's own skills and values. In this, there are no failsafe equations

for leadership. For a big time leader, character carries the day." mdash;Dianne Feinstein, United States Senator