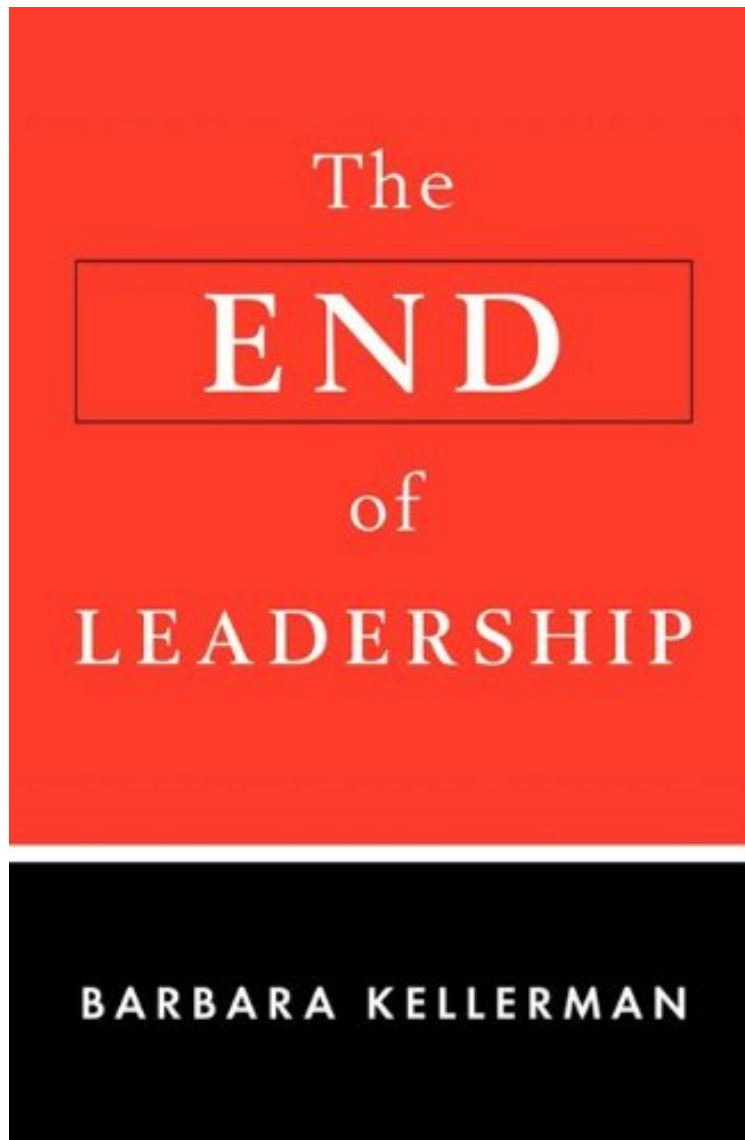


(Get free) The End of Leadership

The End of Leadership

Barbara Kellerman

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Barbara Kellerman : The End of Leadership before purchasing it in order to gage whether or not it would be worth my time, and all praised The End of Leadership:

15 of 15 people found the following review helpful. A provocative perspective on leadershipBy John GibbsLeaders of every sort are in disrepute, the extensive activities of the leadership teaching industry have not caused improvement in the average quality of leadership, we still do not have a very clear understanding of how to grow good leaders or stop bad ones, and disillusioned followers are growing entitled, emboldened and empowered, according to Barbara Kellerman in this book.The first six of the eight chapters of the book give an historical perspective explaining how and

why the extent of powers enjoyed by leaders have been diminishing. Confucius's ideal leader was a "gentleman"; Plato's ideal was a philosopher-king. In the Middle Ages, royalty ruled on earth and God, through the Catholic Church, ruled the kingdom of heaven. The introduction of printing technology enabled Martin Luther to challenge the authority of the Catholic Church, and since then the absolute powers of leaders have been receding, as followers have become more empowered to communicate with each other and co-operate to resist tyranny. In the workplace, concepts such as bottom-up control, employee activism and corporate democracy started coming into vogue in the 1970s. Command-and-control management theory gave way to cooperation and collaboration. Chief executives became servant-leaders and team players. The personal lives of prominent leaders are now examined publicly, and through social media leaders are subjected to streams of criticism and vitriol. The leader's ability to control his or her environment has largely disappeared as the result of advances in communication technology. The author offers a range of criticisms of the leadership industry: it is poorly policed and not objectively assessed; leadership as an area of intellectual inquiry remains thin; and the evidence for whether it is even possible to teach how to lead wisely and well is scant. In my view these criticisms are well taken: there are useful skills that can be taught, and it is possible to teach about the importance of character attributes such as courage, integrity and resilience, but it may not be possible to actually change a person's character to supply essential attributes that are lacking. What is really needed is verifiable data comparing people's leadership performance before and after undergoing leadership training programs. The author also criticises leadership training for being leader-centric, and failing to teach followership skills such as how to engage, how to collaborate and compromise, how to serve and support good leaders or challenge bad leaders, and how to speak truth to power. In my opinion this criticism is overstated. I cannot comment about leadership programs in general, but I am certainly aware of useful leadership resources dealing with all of these topics. I also felt that the author's criticism of the leadership industry for its failure to stop bad leaders was overstated. Leadership trainers do not normally have control over who holds leadership positions or how they behave. Organisations are responsible for the selection and performance management of their own staff including their leaders. Notwithstanding my disagreement with many of the author's ideas, I found the book highly engaging and usefully provocative. The historical perspective on the changing nature of leadership is a helpful one, and many challenging questions raised by the author are in need of answers. 0 of 0 people found the following review helpful. Very interesting and educational. By Josh I've studied leadership development for years and this was a great book. The book makes a good case for a new model of leadership and the need for better followers but as it progressed I felt it became a little political. Clearly the old leadership models don't work and Barbara makes a wonderful historic case for followership and a new type of leader. In my experience strong leadership is context dependent and leaders of all types succeed under different conditions. This book points out well that with \$50 billion invested the industry hasn't moved the needle. Our data shows the same thing and I thank Barbara for pointing this out. Is there a new model or a new answer? Dr Kellermann lists some good final points but we still don't have an answer... If leadership is over what's next? There are some great leaders out there and I think there is a new breed emerging. 0 of 0 people found the following review helpful. Honest critique of leadership industry By Shelley A. Chapman Helpful chronicle of history of leadership theory; honest critique of leadership industry of the past 4 decades. Turns simplistic leadership training on its head. Thankful for acknowledgment of complexity and demands of leadership development. It takes time.

From one of the pioneers in the field of leadership studies comes a provocative reassessment of how people lead in the digital age: in *The End of Leadership*, Barbara Kellerman reveals a new way of thinking about leadership—and followership—in the twenty-first century. Building off of the strengths and insights of her work as a scholar and a teacher, Kellerman critically reexamines our most strongly-held assumptions about the role of leadership in driving success. Revealing which of our beliefs have become dangerously out-of-date thanks to advances in social media culture, she also calls into question the value of the so-called "leadership industry" itself. Asking whether leadership can truly be taught, Kellerman forces us to think critically and expansively about how to thrive as leaders in a global information age.