

Harvard
Business
Review

ON

THE MIND OF THE LEADER

A HARVARD BUSINESS REVIEW PAPERBACK

Contents

- Leadership—Warts and All 1
BARBARA KELLERMAN
- The Seven Ages of the Leader 15
WARREN G. BENNIS
- When Followers Become Toxic 37
LYNN R. OFFERMANN
- Putting Leaders on the Couch:
A Conversation with Manfred F.K. Mertz de Vries 53
DIANE L. COUTU
- Managers and Leaders:
Are They Different? 73
ABRAHAM ZALEZNIK
- What Makes a Leader? 97
DANIEL GOLEMAN
- Narcissistic Leaders:
The Incredible Pros, the Inevitable Cons 123
MICHAEL MACCOBY
- Understanding Leadership 149
W.C.H. PRENTICE
- About the Contributors 169
- Index 171