

THE LEADERSHIP MYSTIQUE

LEADING BEHAVIOR
IN THE HUMAN ENTERPRISE

Second Edition

Manfred F. R. Kets de Vries

HOCHSCHULE
LIECHTENSTEIN

Bibliothek

 **Prentice Hall**
FINANCIAL TIMES

An imprint of Pearson Education

Harlow, England • London • New York • Boston • San Francisco • Toronto
Sydney • Tokyo • Singapore • Hong Kong • Seoul • Taipei • New Delhi
Cape Town • Madrid • Mexico City • Amsterdam • Munich • Paris • Milan

Contents

<i>Acknowledgments</i>	xvi
<i>Preface</i>	xvii
1 Decoding the human mystique: using the prism of the clinical paradigm	1
Introducing key issues	4
The centrality of the clinical paradigm	8
2 Emotional intelligence in the world of work	18
Intelligence as a multifaceted attribute	20
A closer look at emotional intelligence	25
Honing the sub-skills of emotional intelligence	27
A mood too far: managing emotional extremes	34
The core conflictual relationship theme	38
Deepening our understanding of our inner theater	42
Escaping your psychic prison	46
3 The mussel syndrome	48
Corporate consequences of the mussel syndrome	50
The changing organizational paradigm	52
Companies that endure	56
4 The failure factor in leadership	62
Executive behavior: myth and reality	63
Rational and irrational behavior	65
Dysfunctional patterns in leadership	68
The transference trap	72
The impact of narcissism	83

5	The Dilbert phenomenon	91
	The deadness within	93
	Resuscitating "dead" leaders	97
	Whole-life strategy versus deferred-life strategy	100
	The tragedies of success and near-success	102
	A summary prescription for revitalization	106
6	The rot at the top	108
	Neurotic styles and organizations	109
j	The dramatic personality/organization	112
	The suspicious personality/organization	114
	The detached personality/organization	119
v	The depressive personality/organization	121
>•	The compulsive personality/organization	123
•	An organizational vicious circle	133
7	Achieving personal and organizational change	136
1'	The process of change •	137
,l ^l	The dynamics of individual change	138
j	The dynamics of organizational transformation	144
l; l	Leadership strategies for implementing change	154
8	Characteristics of effective leadership	163
!!	Leadership models	164
9	Leadership in a global context	174
l'	The wheel of culture	175
11	Identifying global leadership abilities	184
	Global leadership development	187
10	Roles leaders play	194
1	Leadership versus management	197
•	The dual roles of leadership	203
11	The dynamics of succession	214
j	Midlife dilemmas	216
	The life-cycle of a CEO	218
	Generational envy	224
12	Leadership development	228
	Selection-problems	229
	Developmental tasks	• 232
^	Leadership in the "digital age"	237

13 Best places to work: authentizotic organizations	243
The best companies to work for	244
The "healthy" individual	246
Characteristics of the "authentizotic" organization	254
The gender question	257
14 Final thoughts	261
The fool as necessary truth teller	261
Final thoughts on leadership	263
<i>Suggested further reading</i>	266
<i>Index</i>	2/0

List of Tables

6.1 Summary of the five dominant constellations	110
---	-----

List of Figures

2.1 Styles of thinking	19
2.2 Organizational processes	38
6.1 The organizational vicious circle: "neurotic" organizations	133
7.1 The five C's of the individual change process	143
7.2 The interwoven forces of personal change	144
7.3 The organizational "mourning" process	148
7.4 Steps in the organizational change process	153
8.1 The leadership domain	166
8.2 Superior-subordinate power relationships	167
8.3 Dimensions of leadership style	168
8.4 The circle of competencies	170
9.1 The wheel of culture	177
9.2 Global leadership development	193
10.1 Leadership/management matrix	196
10.2 The dual roles of leadership	204
11.1 Leadership in the digital age	241
13.1 Essential elements of the authentizotic organization	257