

# BAD LEADERSHIP

WHAT IT IS,  
HOW IT HAPPENS,  
WHY IT MATTERS

BARBARA KELLERMAN

HARVARD BUSINESS SCHOOL PRESS

*Boston, Massachusetts*

# CONTENTS

Acknowledgments xi

INTRODUCTION

WEBS OF SIGNIFICANCE xiii

PART ONE

THE BAD SIDE

ONE

CLAIMING THE BAD SIDE 3

TWO

REASONS FOR BEING BAD 15

THREE

MAKING MEANING OF BEING BAD 29

PART TWO

LEADING BADLY

FOUR

INCOMPETENT 51

JUAN ANTONIO SAMARANCH

Abdurrahman Wahid, Jill Barad

FIVE

RIGID 75

MARY MEEKER

Robert Haas, Sumner Redstone, Vladimir Putin

x *Contents*

SIX

INTEMPERATE 95

MARION BARRY JR.

Gary Hart and Jesse Jackson, James Bakker and  
Henry Lyons, William Bennett

SEVEN

CALLOUS 119

AL DUNLAP

Rudolph Giuliani, Leona Helmsley, Howell Raines

EIGHT

CORRUPT 147

WILLIAM ARAMONY

Vincent (Buddy) Cianci Jr., Mario Villanueva, Andrew Fastow

NINE

INSULAR 169

BILL CLINTON

Lee Raymond, James W. Johnston

TEN

EVIL 191

RADOVAN KARADZIC

Saddam Hussein, Pol Pot, Jim Jones and David Koresh

PART THREE

FROM BAD TO BETTER

ELEVEN

COSTS AND BENEFITS 219

TWELVE

COMMENTS AND CORRECTIONS 229

Notes 245

Index 271

About the Author 283