
DEVELOPING LEADERS

THE TEN KEY PRINCIPLES

John Adair

There is nobody who cannot vastly improve his powers of leadership by a little thought and practice.

Field-Marshal Lord Slim

Contents

	<i>page</i>
Introduction	1
Leaders or Managers—or Both?	3
 Part One Developing Leaders in Ten Steps	
1 A Strategy for Leadership Development	19
2 Selection	23
3 Training for Leadership	31
4 A Career Development Policy	43
5 Line Managers as Leadership Mentors	50
6 Research and Development Adviser	55
7 Getting the Structure Right	60
8 Self-Development	65
9 Organizational Climate	72
10 The Chief Executive	77

Part Two Some Developments in Leadership Training

1	Functional Leadership Training Today in the Armed Services	85
2	Admiral Sir Richard Clayton's Address on Leadership	94
3	Outdoor Leadership Training for Managers	106
4	Leaders for Tomorrow: The Universities' Contribution	117
5	Transferable Personal Skills	130
6	The Head Teacher as Leader	137
7	Leadership Training in Schools	148
8	Case Study: The Prefect System Goes Comprehensive	162
9	Case Study: Leadership Training for All Employees at Scott Ltd.	171
10	Hidden Depths That Make A Good Leader	180
11	Preparing for Strategic Leadership	183
12	Case Study: Applying the Ten Principles in ICI	194
	In Conclusion: The Way Ahead	201
	Appendices	204