

MANAGERS DO THINGS RIGHT.
LEADERS DO THE RIGHT THING.

LEADERS

THE STRATEGIES FOR
TAKING CHARGE

THE
FOUR KEYS
OF EFFECTIVE
LEADERSHIP

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Warren Bennis & Burt Nanus

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"Most books on leadership are fascinating but not especially practical. This one is both. For the would-be leader, it's a guide to effectiveness. For the organization picking leaders, a template; and for those training leaders, a program design."
—Bob Waterman

Until now, the toughest question in business has always been: How can one learn to be an effective *leader*, not just a manager. In the past, the answer was that people were either born leaders, or that "great situations" thrust leadership on ordinary people. But a new, revolutionary look at today's best leaders shows that they have *developed* their skills and *taught themselves* the competencies of leadership.

Based on original, in-depth analyses of 90 top leaders—executives at companies like GM, ARCO, and Lever Brothers; senators, governors, and labor leaders; orchestra conductors, film producers, college presidents, and athletic coaches, among others—*Leaders* reveals the skills and strategies found in the country's best leaders. Management experts Warren Bennis and Burt Nanus reveal the strategies that any manager-cum-leader must learn: How do leaders get their people to focus on *their* goals? How do they align them behind these goals? How do they establish a sense of trust in their leadership and create an atmosphere of self-respect for others? Here are real answers to each of these questions through careful study of a wide range of professionals at the helm.

No other book is so thorough in discovering, analyzing, and interpreting the qualities that will enable any manager to take charge and *lead*.

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LEADERS



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The Leaning Ivory Tower

The Planning of Change

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LEADERS

THE STRATEGIES FOR TAKING CHARGE

Warren Bennis & Burt Nanus



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To help you utilize fully the knowledge in this book, specially created training programs have been developed for your use—either individually or with a group.

These follow-up *Leaders* training programs use audiotapes, videotapes and workbooks. If you wish further information about these programs, you may contact Wilson Learning Corporation, 6950 Washington Avenue South, Eden Prairie, MN 55344, or phone 612-944-2880.

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To our children:

*Kate
John
and
Will
and
Leora*

*and all children:
leaders of the next generation*



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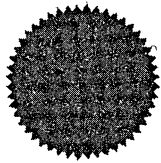
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Warren Bennis
Burt Nanus





MISTAKING CHARGE

These are the hard times in
which a genius would wish to live.
Great necessities call forth great leaders.

Abigail Adams
1790, in a letter to
Thomas Jefferson

“Leadership” is a word on everyone’s lips. The young attack it and the old grow wistful for it. Parents have lost it and police seek it. Experts claim it and artists spurn it, while scholars want it. Philosophers reconcile it (as authority) with liberty and theologians demonstrate its compatibility with conscience. If bureaucrats pretend they have it, politicians wish they did. Everybody agrees that there is less of it than there used to be. The