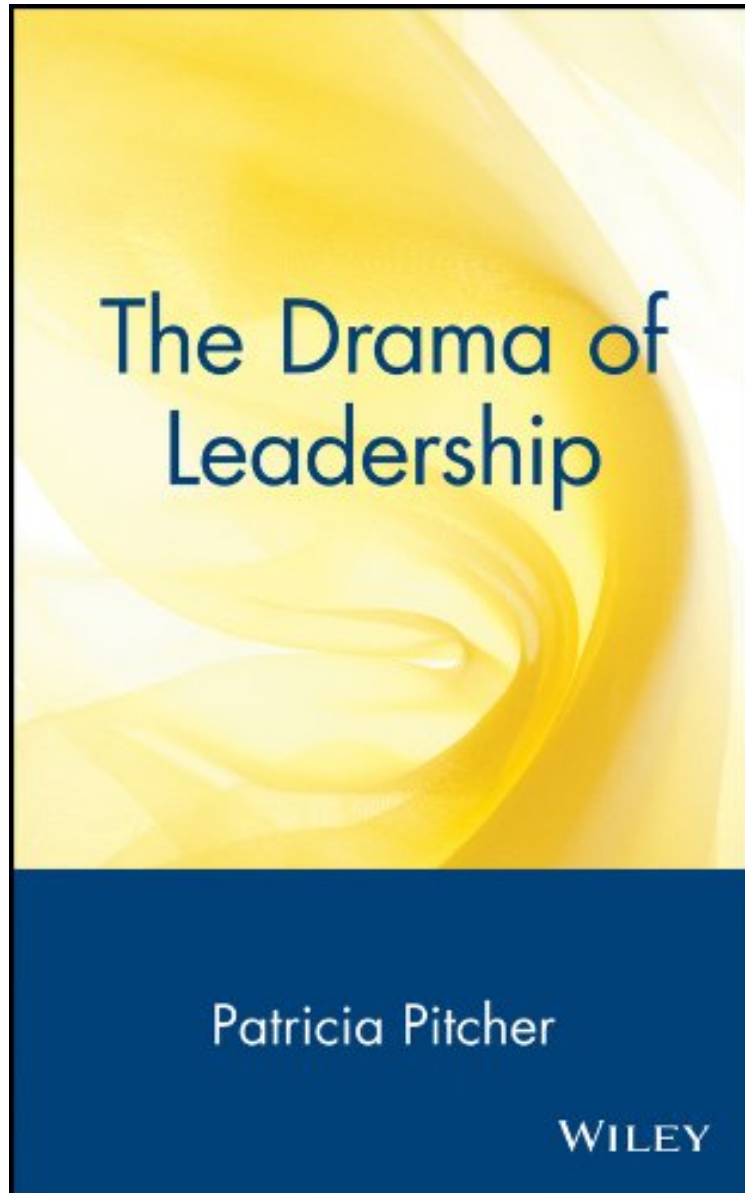


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## The Drama of Leadership

*Patricia Pitcher*

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**Patricia Pitcher : The Drama of Leadership** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Drama of Leadership:

0 of 0 people found the following review helpful. Five StarsBy William E. Smithreat3 of 3 people found the following review helpful. Why hire true creators ?By Caufrier FredericWhy are some companies initially great, just to fail shortly afterwards ? What makes them fail ? Why do certain people create... and what makes other people destroy (but pretend to create) ?This work from Patricia Pitcher describes very much in detail many present workplace issues and

conflicts. Even the rise and fall of companies can be predicted in this way, just by looking at their population type. Recruiting could improve completely using the knowledge of this work, so could innovation and creation. If you are in any way a long term focused person, people oriented, open minded, intuitive, visionary, humane, dedicated, or wise and never fully understood certain destructive behaviour or political games going on at work DO read this book. If you are an artist or a "craftsman" you will love this book, especially when "artist". "Technocrats" (the short term focused power hungry type of person) on the other hand will hate it. A perfect book for every HR professional-recruiter-headhunter and all managers and professionals out there - if interested in hiring those true creators. Only problem: those creative 'artists' are a bit different ...and funny they aren't so good in the blabla game so why recruiting them right! A drama of leadership indeed...7 of 7 people found the following review helpful. GREAT BOOK with NEW INSIGHT. By T SANTOSOI love this book for its clarity and new thinking. The language is engaging and the description is clear. It take a standing on Leadership types and dare to fight the conventional wisdom of leader-vs-manager. This is a book on the thinking about the Leadership type, which describes its strength, needs and weakness within corporations. The Artist, Craftmans and Technocrats. Most readers would like to think that he/she is the crossing between Artist n Craftmans and the book do warn us on this. please double check yourself and think again honestly. This is not a very deep book (like Mitzberg: The Rise and Fall of Strategic Thinking), but also not a shallow book (like FISH or W-M-M-CHEESE, ONE MINUTE SERIES), but just right in between. Enjoyable to read. And if not for anything else. the above explanation of the 3 types alone would shred new lights in your view of the leaders. And worth your time invested in reading it. The other important thing to point is that Leadership Type is not teachable or even changeable, so much for the leadership seminars. ( I believe this to some extend, that entrepreneurs are similarly -mostly- BORN and not made!) The book did not give u a HOW TO do something, but let you think about leadership adn how people differ from each others. A mandatory reading for management leader. and Psychology student focusing on management.

As a member of the board of directors of several major international financial services corporations, Patricia Pitcher was in a privileged position to observe the inner workings of the corporate world. What she witnessed was a crisis of leadership rooted in a misunderstanding of what leading is all about. Not content to simply offer an opinion-opinions come cheap-she embarked on an eight-year research project to document the reasons for the rapid collapse of a global giant. That collapse, she shows us, began with one critical succession error and was compounded by a chronic failure to understand the importance of personality in the leadership equation. One wrong person at the helm turned a dream into a nightmare. In *The Drama of Leadership*, Patricia Pitcher shares her findings and, in the process, explodes a number of popular myths about leadership, including the one that leadership and vision are qualities that can be taught in management seminars. She refutes the common belief that leaders are in short supply and proves that the corporate talent pool abounds with potential leaders whose talents either go unrecognized or are tragically undervalued. And she explains why, at a time when vision, innovation, humanity, and passion are so desperately needed, so many companies cast in leadership roles people who possess none of these qualities, and who distrust anyone who does. But who are the good and bad leaders, and how do you identify them? In answer to this question, Patricia Pitcher identifies three types of leaders: Artists, who are people-oriented, open-minded, intuitive, and visionary; Craftsmen, to whom the adjectives "humane," "dedicated," and "wise" best apply; and Technocrats - brilliant and well-schooled in the latest theory, they are detail-oriented, rigid, methodical, self-centered, and, when left in control, pose a serious threat to corporate competitiveness. The power struggles between these types are dramas being played out in companies everywhere. Whether the story has a happy or an unhappy ending depends entirely upon which type gets top billing. The author also offers her wise recommendations on what companies can do to protect themselves against a technocratic hegemony and how to cultivate the talents of Artists and Craftsmen. She also tells you how to determine what type of leader you are and how to interact with other types to achieve both personal and corporate success. *The Drama of Leadership* is an articulate, insightful, passionate appeal to develop the kind of leaders and organizations that can take us into the twenty-first century.

.com Devising a feasible plan that fosters the practice of leadership over the process of management is one of the great dilemmas of the modern commercial era. Following an eight-year study, business school dean Patricia Pitcher has developed a method of recognizing three common types of authority figures: the creative "artist," sensible "craftsman" and hardheaded "technocrat." In *The Drama of Leadership*, she explains how such awareness can identify leaders who will guide an organization into the future. From *Library Journal* Pitcher's work is an extension of her dissertation, in which she researched one company's rise and fall over a ten-year period, focusing on the personalities of its leaders. We find within each of several companies, whose name and leaders' names have been changed here, three distinct types of leaders: artists, craftsmen, and technocrats, whose personality traits have all been plotted on charts. The artists are the visionaries, the smooth operators who know everyone's name; the craftsmen are the preservers, the mentors, and the nurturers; the technocrats are the intense, cerebral, uncompromising leader wannabes. Short of subjecting one's managers to a battery of psychological tests, identifying those with technocrat tendencies would be difficult. However,

if one accepts the validity of the author's research, it just might be worth it. This novel approach is recommended for all public libraries. ?Randy L. Abbott, Univ. of Evansville Libs., Ind. Copyright 1997 Reed Business Information, Inc. From the Publisher Based on the author's eight-year intimate study of 15 living, breathing, CEOs over the 15-year life-span of a global financial corporation, this compelling book offers a rich ethnographic examination of top management dynamics. In current management thinking, organizations are perceived as being divided between managers and leaders. Pitcher shows this division to be false and presents a much more realistic way to understand the different roles and personalities of an enterprise. She demonstrates why the technocrats who run 80% of our corporations are the worst possible leaders and provides suggestions on what can be done about this.