

Executive Book Summary

BAD LEADERSHIP

WHAT IT IS, HOW IT HAPPENS, WHY IT MATTERS

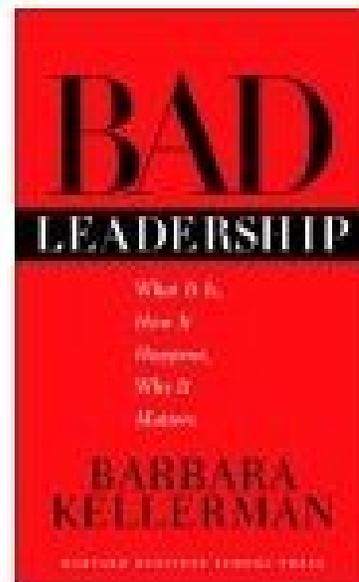
“Leadership is a subject that should be studied and a skill that should be taught.”

“This book is about the dark side of the human condition. It paints leadership in shades of gray and in black.”

“Leaders cannot lead unless followers follow passively or actively.”

Barbara Kellerman’s book is a real treat!

Bad Leadership is an extremely enticing read. Barbara Kellerman writes in layman’s terms and gives examples that linger and make the reader think. Essentially this book is saying “think about it?” Why are we not studying bad leadership like the cancer that it is? Where is our societal microscope magnifying bad leaders? Kellerman makes excellent points that make you ponder on why it is that bad leaders get to the top and overstay their welcome? She does not leave you hanging though with the why’s, she expands to the how’s, which leave a reader with a thorough understanding. Her current examples of bad leaders helps the reader to solidify where the critical point is that the follower needs to stand up and say “NO MORE”. She does not just blame leaders, followers have to be responsible for their own actions. Bystanders can no longer claim their innocence. She places blame at the flowers doorstep as well. Kellerman convinces the reader that bad leadership is here to stay unless we start to study it, break it down, analyze it, understand it and then we will have the tools to eradicate it, like the disease that it is. Bad leadership surrounds us because we allow it. Bad leadership is in our hands to enable or coddle. We have the choice to squeeze it or crush it.



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Kellerman, Barbara (2004). *Bad Leadership*. Harvard Business School Press: Boston

LEADING BADLY

Claiming the Bad Side.....CHAPTER 1

Kellerman points out that bad leadership can not be an elephant in the room, which everyone knows exists but everyone calmly ignores or accepts or walks around. The opposite of this elephant is good leadership which has become big business in North America. Many books have been written that fuel the leadership industry. These books mainly focus in on the "what to do's" of good leadership. Kellerman believes that to fully understand good leadership we must understand bad leadership. The two are related and there are similarities in both the good and the bad leader. Commonalities be-

tween the two types of leaders has not taken precedence in the learning or education of good leaders. Interesting points are made by Kellerman who asks the question, how it is that one automatically assumes that the word 'leadership' entails good leadership? The 'dark side' of leadership is swept under the rug like the proverbial family skeletons in the closets. Why don't we study the 'badness' of leadership? Don't we have to understand what every good leader has the potential to deform to? Machiavelli as mentioned had it right, the 'human

animal' should not be assumed to be good.



THE LIGHT SIDE

The Leadership Industry focuses on the positives and three reasons are offered for this direction.

Reason 1: The Use Of Language There was a combination of drought for great leadership books and the Americans were parched for great

leaders, due to the Vietnam War, Watergate and the assignments of three strong American leaders. James MacGregor Burns published *Leadership* in 1978 which was very timely. This book created a storm with language like transactional and transformational leadership. Burns refused to label bad leaders with the appropriate title, he called them 'power wielders'. To become a leader, Burns makes the assumption that good always precedes the word leader.

Reason 2: Business Trumps Everything Else The leadership industry towards the end of the twentieth century was pushed by American business. The corporate world was in flux and not in control of its own destiny. American business and business schools put great

financial emphasis to fix the system. Professionals were hired to teach people to lead and in essence to make money. Again it was assumed that in the spirit of capitalism, the system would breed good leaders, because leadership meant good leadership and you could take that to the bank.

Reason 3: The American National Conference Kellerman claims that the leadership industry is entirely an American patent. This industry mirrors the American dream of its people—to aspire to greatness, justice and equality. Great leaders like Washington, Lincoln, King and Kennedy pointed out the positives not the negatives. Presumptions are made that leadership of the people is to be good.

"People can be educated in ways that relate to being leaders, and in ways that relate to being good leaders."

"Insular—the leader and at least some followers minimize or disregard the health and welfare of 'the other' - that is , those outside the group or organization for which they are directly responsible."

"Corrupt—the leader and at least some followers lie, cheat or steal. To a degree that exceeds the norm, they put self-interest ahead of the public interest."

"If leadership education makes sense for graduate students entering the private sector, it also makes sense for those entering the public and nonprofit sectors,"

"Callous—the leader and at least some followers are uncaring or unkind. Ignored or discounted are the needs, wants, and wishes of most members of the group or organization, especially subordinates."



THE DARK SIDE

Kellerman names the dark side as 'Hitler's Ghost'. We can continue to pretend that Hitler although a bad leader had one of the biggest impacts on our world. The title 'power weilder' that Burns gives to bad leaders we would all agree is unsuitable if not a laughable understatement for Hitler. She asks the question if Hitler's example is not leadership, then what is?

An analogy is drawn for good and bad leadership which is quite paramount—Kellerman points out that while at medical school, a teacher could not teach health without teaching disease. Majorities way of thinking is that good leadership can be

taught without the disease of bad leadership. One should not limit oneself to the assumption that leadership implies good leadership. This presents three problems for Kellerman.

It is confusing—Most people use the word leader which refers to a person who uses power to get people to follow. This title does not denote if the leader is evil or good.

It is misleading—The title power-wielder is misleading because a good leader can be a power-wielder of empowering proportions.

It does a disservice—We all desire to live, work and play in a world of good leaders. Why then do we

refuse to study and ignore the exploration of bad leadership?

Americans have experienced bad leadership before. But not to the extent of other unfortunate countries of communism and despots. Nixon's leadership was no shining example of good but of corruptness which drained all the way down to the clerical staff. Kellerman points out that there can not be bad leadership without bad people who follow them. Tutu believed that leadership is actually two contradictory things—good and bad.

“But the leadership industry has a problem that years ago I named Hitler's ghost.”

“Thus the fundamental proposition of this book: To deny bad leadership equivalence in the conversation and curriculum is misguided, tantamount to a medical school that would claim to teach health while ignoring disease.”

“Leaders are like everyone else. They -we- behave badly for different reasons, and they- we- behave badly in different ways.”

REASONS FOR BEING BAD.....CHAPTER 2

Throughout the ages political philosophers have reasoned why leadership is essential to the human person. Some have argued that the human is essentially evil and needs to be contained or controlled to bring out the good. Others have taught that we are es-

entially good, but sometimes we do bad and this is why we need to be controlled. There will always be a leader that arises and there will always be people who eagerly follow. The need for leadership extends into every aspect of

our lives. Kellerman attempts to answer the question of if our species needs leadership and follow-ship, then why does it go wrong so often?

WHY DO LEADERS BEHAVE BADLY? WHY DO WE FOLLOW LEADERS WHO BEHAVE BADLY?

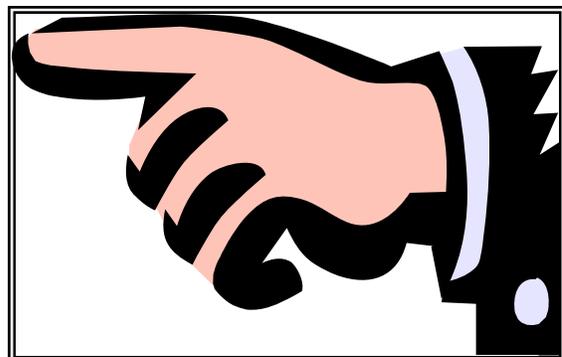
We have to have an understanding of the motivational factors—what do these leaders want?

Traits—Once thought to be of great importance, a leaders traits are now somewhat overlooked. She believes that to underestimate traits is asinine. If a leader is greedy, this trait will interrupt the search for common good and lead to bad leadership.

Character—Traits can be changed,

character is assumed that one is born with the character they die with. Character is attached to morality.

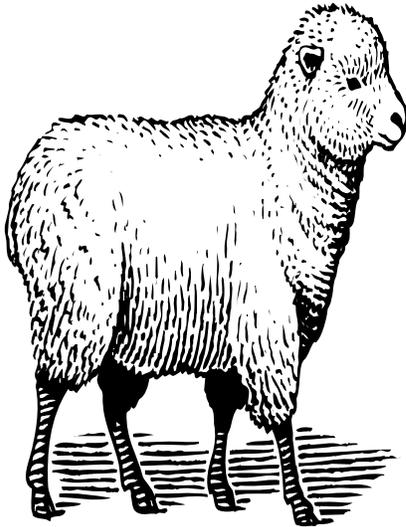
We have to reduce the numbers of bad followers then the numbers of bad leaders will consequentially lessen.



WHY DO LEADERS BEHAVE BADLY? WHY DO WE FOLLOW LEADERS WHO BEHAVE BADLY?

Individual needs—Basic human needs are safety, simplicity and certainty. We learn as small children to follow our parents because they are safe. Sometimes we follow bad leaders because it is the easiest thing to do because we assume they will be good leaders.

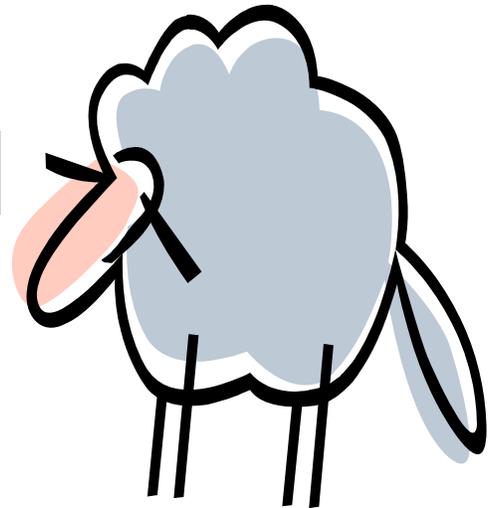
Group needs—Even bad leaders provide important benefits to the group. Leaders provide order, cohesion, peace, and collective work. To not follow would include risk.



If any of these pictures look familiar - then you might be a follower. If you follow blindly and do whatever you are told, whenever you are told to do it without question - then you might be a follower. If you follow regardless of the consequences then you might even be a—bad follower.

WHY DO FOLLOWERS BEHAVE BADLY?

If you commit yourself to a bad leader then you are essentially bad. Somehow their motivation for more causes them to ignore the wrong doing, or they were evil to begin with.



MAKING MEANING OF BEING BAD.....CHAPTER 3

Ineffective Leadership—People are judged to be ineffective leaders due to the ‘means’ rather than the end.

Unethical Leadership—Kellerman uses James MacGregor Burns’ examples of Ethical Leadership is one that has virtues and puts the followers needs before their own, which is for the common good—Unethical leaders do not.

Lead because you want to serve and be a role model even in your private life and utilize your power for the public good. Kellerman carries Burns ideas even further by pointing out that to be an unethical follower does not take the leader into account, do not exemplify virtues or act toward the common good of the people.

Types of Bad Leadership—**Incompetent, Rigid, Intemperate, Callous, Corrupt, Insular and Evil** are the typology that Kellerman gives which she believes gives meaning to the word bad. The first three types are ineffective and the latter four sway toward unethical. She has a sequential order to her last four types which begin with the lesser evils and end with evil.

The Heart of Darkness—It is hard to define the make-up of being a bad leader. Sometimes leaders and followers make a significant difference and the outcome may be bad. By distinguishing the seven types of bad leadership Kellerman hopes that we can avoid being bad leaders and bad followers.

LEADING BADLY**PART II****IncompetentChapter 4**

Kellerman builds a strong case in her example of bad leadership—Incompetence in the Indonesian president Abdurrahman Wahid. Clearly Wahid exemplifies a purely incompetent leadership by absolutely forgetting about his presidency. He was later disposed. Jill Barad on the other hand made one terrible decision to take on The Learning Company and co join it to Mattel and it led to the temporary downfall of Mattel. Kellerman's example in Barad is not so convincing. Juan Antonio Samaranch was her third example of incompetence. Samaranch was the IOC president for years who clearly brought the money to the Olympic coffers, but he was incompetent by allowing corruption into the IOC over the years.

The Followers—Humans tend to be sheep, we go with the flow and we won't put up much of a fuss unless our civil liberties are being destroyed. During the 10 year period of Samaranch's reign, it was obvious that the corruptness was rampant. The media attempted to pick it up, but nobody much cared, we all followed and let out the occasional "bah." Samaranch had a hayday with gifts and bounty because society at that time was very complacent towards the IOC. Although I do agree with Kellerman that the followers were almost as guilty as Samaranch himself, I do not agree that he was incompetent, quite the contrary, I believe he was a corrupt leader of his kingdom of the IOC. He was so corrupt that he felt deserving of the illegal bribes and he felt that his underlings were deserving as well.

Rigid.....Chapter 5

In *Brief Examples* - Kellerman offers up three male examples of rigidity in their bad leadership. Robert Haas of Levis Strauss & Co., Summer Redstone of Viacom and Vladimir Putin the past Russian president. They are strong examples which convince the reader that she is on the right track. But special, at length prologue attention is given to Mary Meeker: Queen of the Net. Yes, she was rigid, but again her rigidity is based on one bad decision—to not tell her avid followers to sell at the right time. Kellerman mentions that Meeker became a scapegoat but then goes on to contradict herself by trying to prove that Meeker was also the Queen of Rigidity, her crowning example. This is where I strongly disagree with Kellerman, she would have provided a more concrete example in Vladimir Putin who was so rigid that he let 118 of his Russian navy die at the bottom of the Barents Sea. He could have called in numerous countries who offered all kinds of help, but he accepted nothing because it might look like 'Mother Russia' was not as powerful as it pretended to be. This man was so rigid, he let people die. Mary Meeker made a bad decision not to say "sell, sell, sell" and she gets roasted by Kellerman. In the Mary Meeker example the true rigidity lies with our society and media in not accepting women into the corporate world. When they do somehow manage to squeeze through the tightly closed doors—God help them if they succeed. Kellerman could have placed Meeker in a more apt sub-heading, one of bad decision makers who lost people lots of money.

Kellerman ends this chapter by pointing out that Mary Meeker was not your typical leader that had been voted in or promoted into the position. She was propelled into the limelight of leadership because greedy people liked what she had to say. Her followers rode the rollercoaster too long with Meeker and they only have themselves to blame.

Intemperate.....Chapter 6

Kellerman gives some commanding examples of intemperate leaders such as Gary Hart, Jesse Jackson, James Bakker and Henry Lyons. Other than Gary Hart, the other three men mentioned are not only intemperate but have the added reputation of being a hypocrite, which Kellerman does not point out. Hypocrisy is intolerable in the religious world, yet these three men captured that title and deserve it more than intemperate which means unrestrained in regards to indulgence.

Marion Barry Jr.: His Own Worst Enemy— is the Kellerman's shining example for of intemperance. Although this

man did some good things for Black equality and the civil rights movement, the man was unbelievable in his personal life. The excess of women and drugs which both became his addiction brought this bad leader to his knees. The followers of Mayor Barry were guiltier than the leader. They voted in a drug addict, not once, but four times. They knew about his abuses but ignored them and voted for Barry each time. The Whites were just as guilty as the Blacks. Not only was Barry an intemperate leader he was committing illegal acts and served six months in jail. Kellerman's example of the most intemperate leader is bang on with Barry.

Callous Chapter 7

Kellerman's Brief Examples of callous leadership are Rudolph Giuliani's treatment of minorities, Leona Helmsley's treatment of her staf and Howell Raine's treatment of anyone he came into contact with is quite an appropriate array of bad leadership. Al Dunlap or 'Chainsaw Al' the CEO of Sunbeam is her chosen poster boy of callousness. His treatment of family members was definitely callous. His treatment of the people whose jobs were cut due to his cutbacks was just business, not necessarily callousness. His accounting practices were more corrupt than callous. Again, Kellerman could have chosen a more apt callous leader. In retrospect Kellerman's poster boy of callousness—Al Dunlap is still more of a terrorist than callous or corrupt. He terrorized shareholders, board members and underlings alike and the worst part about it is that his addicted followers let him terrorize them. Their strong addictions to money and greed tampered with their thinking. Their fear due to his tyranny did not make them stop in their tracks, but they ignored his bad leadership because they thought he was making them money. In the end what his followers thought proved to be wrong, Dunlap lost them their highly prized golden calf. Dunlap's followers were cowards that accepted his reign and Kellerman fails to point out that they were just as guilty as him.

Bad Leadership = Bad Follow ship.

Corrupt Chapter 8

Corrupt leaders are rampant in the political, corporate and charitable world of business. Kellerman's brief examples of Vincent Cianci Jr. the mayor of Providence, RI., Mario Villanueva the governor of the Yucatan Peninsula of Mexico, Andrew Fastow the chief financial officer of Enron are all great examples of men who were bad people to begin with and led a corrupt leadership. Kellerman tries to point out that power can make people corrupt, my point is that they were weak-willed people that had not yet had the opportunity yet to prove their true character. The leadership position just gave them a means to be corrupt and they did a fantastic job at it. These men excelled in their corruptness in their bad leadership roles.

Kellerman's poster boy for corruptness seals the lid on the coffin in William Aramony who was head of the United Way of America (UWA). We expect the leaders of charitable organizations to be forthright, honest and have an overflowing cup of integrity. Unfortunately sometimes just like in the religious world a corrupt and awful person is hired to lead and a good entity like the UWA can turn bad. Aramony became CEO of UWA and he made some progressive changes and was a good leader in certain aspects, but as Kellerman points out he was not an ethical leader. Aramony had carnal appetites for young girls and used UWA money to pamper these relationships. He also helped to milk some \$177 million from the UWA coffers which was suppose to be to help the unfortunate people of the United States. Again not only was Aramony a bad person and a bad leader but he was also a hypocrite because he was suppose to be an upright person, that is what society expects of the leaders of charitable organizations.

William Aramony was not the only guilty man or woman of UWA. All of the people that passively allowed him to on countless occasions cheat on his wife with young girls, knew that they were not dealing with a pillar of society in his private life. He was 42 years older than his main squeeze who he allowed her to live in the lap of luxury with UWA funds. Aramony's main men that were tight advisors and helped him to lead UWA also helped him to steal millions and were aptly rewarded illegally as well. These men like Aramony also went to jail. Other people quietly sat back and watched and as Kellerman points out again the followers are bad people as well.

Insular Chapter 9

The point of insular leadership being the second worst leadership in a series of bad leadership is arguable. Others may see this as protecting your own and that your followers come first and foremost. One could argue that this could be entitled paternal leadership because that is what it truly is. She does make a good case by pointing out in her Brief Examples that Lee Raymond president of Exxon Corporation and James W. Johnston chief executive of R.J. Reynolds were definitely insular leaders. They protected their babies and enriched them as well at the cost of everyone else. Her crowning prince Bill Clinton is her main example of insular leadership. Clinton sat back and was more or less indifferent to the tragedy of Rwanda. He knew of the mass killings but turned away from them because he wanted to protect the American people from another 'African disaster'. Kellerman uses soft words towards Clinton's lack of response as THE world leader during this crises. Kellerman does not use strong language and label Clinton as a coward he was. He was too scared to get involved. Kellerman targets Clinton because she wants to stick close to home with her examples. But she fails to make the critical point that the whole world was to blame for not intervening on behalf of the Tutsi people. People did not call it what it was—pure and simple—a genocide. They would have to get involved if they called it that, so they played with words for three months while the Tutsi people were massacred. Although Kellerman's accounting of the dead is grossly understated, she does create a good study of insular leadership in Clinton.

The followers—the American people who went along with James W. Johnston need to be mentioned. Kellerman writes that he “deceived the people” concerning the addictive nature of cigarettes. This is a hilarious comment due to the addictive nature of the drug nicotine, they did not need Johnston to tell them. Followers can be idiots and sometimes they hear only what they want to hear.

Evil Chapter 10

Saddam Hussein, Pol Pot, Jim Jones and David Koresh are believable bad leaders of evil proportions. Kellerman paints a picture of each of these men as evil monsters, which history proved. She points out commonalities between the four as well. Her poster boy for evil is Radovan Karadzic the poet slash psychiatrist turned rabid political leader of the Serbs is an excellent example of an evil leader. Although there is some strong evidence that this man could have been certifiably crazy, Kellerman at least proves him to be crazed with evil intent. Karadzic ordered his army to torture, rape, murder and mass murder. Karadzic hated the Bosnian Muslims and wanted them exterminated, hence the name “Ethnic Cleansing”. But as evil as he was, he was certainly an efficient leader. His orders were carried out crisply. Karadzic is a hero to many people still. The man to my knowledge has still not been captured. How does such a bad, evil leader create such a loyal following? Kellerman tries to work her way through this with examples of Hitler's regime. She places the followers into three categories –the bystanders the egoists and the evildoers. All of the three are guilty, but it does help one to somewhat understand the followers of pure evil. It does not help one to understand how one can torture and kill a child or rape a woman repeatedly or hack one to death, just because they were following orders. One's conscience is responsible to kick in and if collectively the army of Radovan Karadzic's gathered and said 'no', then they would not be guilty as charged.

Kellerman places some guilt at the doorstep of the Serbian Orthodox church. I would have placed more. She berates the United Nations, NATO and the United States for not stepping in to stop the genocide. I would go on to include all of the world's leaders in the blame.

“ Insular Leaders Establish Boundaries between themselves and their followers on the one side, and everyone else on the other. To insular leaders, human rights in general are less important than the rights, and even the needs and wants, of their specific constituencies”

“When leaders commit atrocities and still stay in power for years on end, their followers are anesthetized, inflamed, or terrorized—or they are in some way rewarded. Second, when leaders are evil, at least some followers are also evil.”

FROM BAD TO BETTER**PART III****Costs and BenefitsChapter 11**

Kellerman first divides the word bad into two directions, ineffective and unethical. Second she breaks bad leadership into the seven types and in each of her main examples of the seven there is short and long-term damage and the damages were high

In her costs she uses a small example of bad leadership in a place that many thought infallible—the Roman Catholic Church. She cowardly skirts the issue by not going into any detail, even though the woman could of wrote a whole book on the extremely bad leadership of some of the Roman Catholic leaders. The costs of bad leadership are incalculable due to its domino effect. Kellerman goes on to reiterate that without bad followers that bad leaders would not be able to exist. She also makes a good argument for the study for bad leadership at the college and corporate level. She draws analogies to medicine that to cure cancer, you must study the bad, which is cancer. To cure bad leadership you have to study the

Comments & CorrectionsChapter 12

Kellerman writes of how bad leadership is being stopped by holding people more accountable than we have in the past. For example evil world leaders are more likely to face international reckoning. Corrupt leaders and their followers are more apt to face charges for illegal activity, they are also being pushed out of large CEO leadership positions, because people's tolerance levels have decreased. Politicians are being subjected to recall votes for poor performance in the United States as well. Extreme greed is likely to be an offence in the future that could be punished as Kellerman points out.

Leaders: Self-Help Limit your tenure, share your power, don't believe your own hype, get real and stay real, compensated for your weaknesses, stay balanced, remember the mission, stay healthy, develop a personal support system, be creative, know and control your appetites, and be reflective. These are the twelve self-help lessons that Kellerman offers. If a leader could read daily or weekly this checklist and pay more attention to the ones that are suffering, then this could genuinely help any good person. Kellerman goes on to write a checklist for working collaboratively with others for leaders wanting to improve their leadership skills.

Followers are not ignored, she believes that they have to assume a bigger part. Kellerman points out that evil in a leader may be a special case, because followers may be terrified for themselves or family members but overall we as followers can collectively get rid of a bad leader or at least speak out when injustices prevail.

Followers: Self-Help Empower yourself, be loyal to the whole, be skeptical, take a stand, pay attention. Followers working with others: Make sure the punishment fits the crime, find allies, develop your own sources of information, take collective action, be a watchdog and hold leaders accountable.

Kellerman's last and final point is; it is up to us or it is in our hands to insist on change or an early exit of a bad leader.

"I claim that placing bad leadership along two different axes—ineffective and unethical—clarifies how the word bad is being used."

"If we have learned nothing else from the tales told here, we have learned that leaders and followers are interdependent. Without oxygen, fire die out."

"Evil—the leader and at least some followers commit atrocities. They use pain as an instrument of power. The harm done to men, women and children is severe rather than slight. The harm can be physical, psychological, or both."

"Rigid—the leader and at least some followers are stiff and unyielding. Although they may be competent, they are unable or unwilling to adapt to new ideas, new information, or changing times."

"Intemperate—the leader lacks self-control and is aided and abetted by followers who are unwilling or unable effectively to intervene."

"Incompetent—the leader and at least some followers lack the will or skill (or both) to sustain effective action. With regard to at least one important leadership challenge, they do not create positive change."