



Unnatural Leadership: Going Against Intuition and Experience to Develop Ten New Leadership Instincts

By David L. Dotlich, Peter C. Cairo

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Written by David Dotlich and Peter Cairo-- two of the country's top executive coaches and educators-- Unnatural Leadership debunks the common notion of the natural leader as a flawless figure. The book describes the truth about being a real leader in a business environment turned upside down by e-commerce, diversity, security concerns, globalization, and matrix structures. Drawing on personal experience working with successful leaders in top-tier companies throughout the world, Dotlich and Cairo identify a style of leadership used by those who succeed in complicated business and people situations, a style that maximizes a leader's strengths and acknowledges weaknesses.

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Editorial Review

Review

"...well presented challenging ideas..." (*Long Range Planning*, Number 38, 2005)

Pity the CEO who thinks he can be a know-it-all micromanager and still succeed. In *Unnatural Leadership* (Jossey-Bass), executive coaches David L. Dotlich and Peter Cairo list 10 guidelines that today's best executives are adopting. Among them: inviting change, being approachable and considering the views of the mail-room kid with the green hair. "We tell our clients, 'You have to win your followers every day,'" says Dotlich. Some of the unnatural acts the authors recommend are: "Coach and Teach Rather Than Lead and Inspire," "Expose Your Vulnerabilities" and "Trust Others Before They Earn It." Cairo says what's missing from other leadership manuals are instructions on how to practice the techniques. So each chapter in this book ends with exercises like "acknowledging your shadow side" (the power-hungry, micromanaging stuff) to smooth the transition from arrogance to unnatural humility. (*Time Magazine*, May 20, 2002)

"...there is a lot here to stimulate you to review what you think is 'natural' and consider alternative courses of action which might prove, in the long term, to be more worthwhile..." (*EDGE*, Autumn 2002)

Review

"*Unnatural Leadership* captures the dilemmas and complexities of leading in a high-performing organization. These two executive coaches draw on their broad experience in working with some of the world's top companies to offer a compelling look at how executives think about leading in the 21st century. The book is packed with true stories from the front lines. Each page conveys what today's leader needs to do in order to achieve extraordinary results."

— Andrea Jung, chairman and CEO, Avon Products

"I've given many presentations on the connection between strong character and strong leadership. It's encouraging to read a book that recognizes this truth. It does take strength of character to break out of the comfortable, expected methods of running a company and to look a subordinate in the eye and unflinchingly say, 'I don't know.' That's what unnatural leadership is all about."

— Stephen R. Covey, author, *The 7 Habits of Highly Effective People*

"This book is unnatural . . . It delves into the challenges, realities, and contradictions of being a leader today. Dotlich and Cairo reveal what they've learned from working with global CEOs and senior leaders, and how leaders at any level can accept their strengths and weaknesses, and improve on them."

— Bill Weldon, vice chairman, board of directors, Johnson & Johnson

"Leading today is complex. Our world is becoming more and more global, interconnected, and turbulent. In *Unnatural Leadership*, Dotlich and Cairo offer practical ideas and useful tips for dealing with the challenges of leading in a global organization."

— Joseph Berardino, CEO, Andersen

"This book strongly reinforces my own mantra, that healthy people and healthy relationships are what make healthy companies. Dotlich and Cairo have learned that the leaders who succeed in today's workplace are those who expose their vulnerabilities, admit their flaws, embrace team members who are 'different.' As a psychologist, I applaud this trend for human reasons. As a business advisor, I acknowledge that it's a

prescription for corporate success."

— Bob Rosen, CEO of Healthy Companies International and author of *Global Literacies* and *Leading People*

"Retaining and engaging your top talent is the only way to prosper in a knowledge-based economy. And it's even more crucial in our volatile times. Who else will steer you through but your smart, creative, skillful people? Give them each a copy of *Unnatural Leadership*, and do it immediately. That way they'll know you're serious about winning and worth their personal commitment."

— Ed Gubman, author of *The Talent Solution*

"In this bold, thought-provoking book, Dotlich and Cairo challenge leaders, teaching them how to rethink the old sacred cow thinking, redefine their roles, and constantly reinvent their game. A must-read!"

— Robert Kriegel, author of *If It Ain't Broke BREAK IT!* and *How to Succeed in Business Without Working So Damn Hard*

"Don't just read this book. Devour it. Put it your pillow so its message moves from your head to your heart. *Unnatural Leadership* is a must-read for doing business in the 21st century."

— Alan Parisse, Named one of the twenty-one top business speakers for the 21st Century

From the Publisher

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Users Review

From reader reviews:

Princess Bequette:

The book *Unnatural Leadership: Going Against Intuition and Experience to Develop Ten New Leadership Instincts* make you feel enjoy for your spare time. You can utilize to make your capable considerably more increase. Book can for being your best friend when you getting stress or having big problem using your subject. If you can make reading a book *Unnatural Leadership: Going Against Intuition and Experience to Develop Ten New Leadership Instincts* to become your habit, you can get far more advantages, like add your capable, increase your knowledge about several or all subjects. You can know everything if you like open up and read a publication *Unnatural Leadership: Going Against Intuition and Experience to Develop Ten New Leadership Instincts*. Kinds of book are several. It means that, science guide or encyclopedia or others. So , how do you think about this reserve?

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