



Head, Heart and Guts: How the World's Best Companies Develop Complete Leaders

By David L. Dotlich, Peter C. Cairo, Stephen H. Rhinesmith



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This book reveals the three most important capabilities leaders must demonstrate today: the ability to set strategy, empathize with others, and take risks—all at the same time. In *Head, Heart, and Guts*, leadership experts David Dotlich, Peter Cairo, and Stephen Rhinesmith—who teach and coach CEOs and executive teams throughout the world—argue that to be successful in a complex, matrixed, fast-moving world, “whole” leaders must set strategy, develop trusting relationships with others, and consistently do the right thing based on personal values. “Partial” leaders, often the product of traditional executive programs, may be successful in the short run, but their companies lose over time. Filled with case studies of companies such as Bank of America, Johnson & Johnson, Novartis, and UBS, *Head, Heart, and Guts*, lays out specific steps and actions for leaders who want to grow beyond their “leadership comfort zone” and an action plan for companies that want to move beyond tried-and-true leadership development in order to develop “whole” leaders throughout their leadership pipeline.

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Editorial Review

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The authors, all consultants, offer a fresh perspective on leadership. They contend that while analytical abilities continue to be the important focus for executives (the head), successful leaders now also need emotional intelligence (or heart) and the ability to evaluate and take risks (or guts.) We learn that an executive with all three capabilities is termed a mature leader, and while everyone has a natural style, a mature leader is flexible in considering options outside his comfort zone. Since most company cultures are head-oriented and have management depth with cognitive ability, executives often need development in emotional and risk-taking skills. Dotlich, Peter C. Cairo, and Stephen H. Rhinesmith suggest hiring practices that consider all three talents and force executives to engage in learning experiences in a wide range of assignments, including some before they are ready to handle them. This is clearly an infomercial for the authors' consulting activities, yet it contains useful ideas for leadership in today's complex business world.

Mary Whaley

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Review

"balanced, progressive view of leadership." (*CPO Agenda*, September 2006)

From the Inside Flap

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Filled with case studies of companies such as Bank of America, Johnson & Johnson, Novartis, and UBS, *Head, Heart, and Guts* lays out specific steps and actions for leaders who want to grow beyond their "leadership comfort zone" and an action plan for companies that want to move beyond tried-and-true leadership development in order to develop "whole" leaders throughout their leadership pipeline. The authors argue that globalization, complex structures, and constantly changing business models require leaders who can "lead from the front," take a clear position, create meaningful relationships, and "rethink the way we do things" while simultaneously building businesses and delivering results.

Because employees want leaders who are authentic, inspire trust, and set high standards, "whole leaders" must balance people and business needs, motivate people from diverse backgrounds, and create real trust through unyielding integrity and transparently balancing risk and reward. Based on research and coaching with thousands of leaders in Mercer Delta Executive Learning Center programs, the authors argue that traditional leadership development focuses too much on the "head," and it is now critical that leaders use other capabilities to achieve results in an era defined by paradox, ambiguity, and unpredictability. *Head, Heart, and Guts* is the definitive handbook for individuals and organizations seeking a new model of leadership and a road map to achieve it.

Users Review

From reader reviews:

Kimi Frantz:

The book Head, Heart and Guts: How the World's Best Companies Develop Complete Leaders can give more knowledge and also the precise product information about everything you want. Why then must we leave a very important thing like a book Head, Heart and Guts: How the World's Best Companies Develop Complete Leaders? Several of you have a different opinion about reserve. But one aim that will book can give many information for us. It is absolutely appropriate. Right now, try to closer along with your book. Knowledge or data that you take for that, you may give for each other; you may share all of these. Book Head, Heart and Guts: How the World's Best Companies Develop Complete Leaders has simple shape however you know: it has great and big function for you. You can appear the enormous world by open and read a e-book. So it is very wonderful.

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Jonathan Hickman:

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Leaders this publication consist a lot of the information from the condition of this world now. This book was represented how does the world has grown up. The vocabulary styles that writer use to explain it is easy to understand. The particular writer made some study when he makes this book. Here is why this book suited all of you.

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