

CONTENTS

About Leadership Network	vii
Foreword	ix
<i>Greg L. Hawkins</i>	
Preface	xi
1. Living in the Paradoxes	1
2. Am I a Second Chair Leader?	11
THE FIRST PARADOX Subordinate-Leader	
<hr/>	
3. Taking It from the Top	27
4. Crossing the Line	43
<i>A Word to First Chairs on the Subordinate-Leader Paradox</i>	61
THE SECOND PARADOX Deep-Wide	
<hr/>	
5. A Matter of Perspective	71
6. Building the Team . . . One Relationship at a Time	83
7. Putting It into Practice	98
<i>A Word to First Chairs on the Deep-Wide Paradox</i>	111
THE THIRD PARADOX Contentment-Dreaming	
<hr/>	
8. Contentment in the Second Chair	121
9. Dreaming in the Second Chair	136
10. Leaving the Second Chair	151
<i>A Word to First Chairs on the Contentment-Dreaming Paradox</i>	164

Epilogue	169
The People Behind the Stories: Profiles of Second Chair Leaders	171
Bibliography	177
Acknowledgments	179
About the Authors	181
Index	183