1 Flawless Leadership: Learning the Lessons Without Paying the Price 1

PART ONE
Unbalanced Orchestration

2 Seduced by Yes: Trying to Be All Things to All People 31
3 Businesses You Have No Business Being In: Roaming Outside the Box 57
4 Entrenched in Efficiency: Forgetting to Put Effectiveness First 77

PART TWO
Drama Management

5 The Playground in the Workplace: Leaders Who Rule by Bullying 101
6 When Utopia Becomes Dystopia: Problems with Dysfunctional Harmony 125
7 The Battle Within: Distracted Purpose 151
## PART THREE

### Personality Issues

8 Standing in the Way: *Hoarding Power and Responsibility*  
9 Living Outside the Storm: *The Destructive Path of Disengagement*  
10 “Does This Doorframe Make My Head Look Big?: Problems with Self-Absorbed Leaders”

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Standing in the Way: Hoarding Power and Responsibility</td>
<td>175</td>
</tr>
<tr>
<td>9</td>
<td>Living Outside the Storm: The Destructive Path of Disengagement</td>
<td>197</td>
</tr>
<tr>
<td>10</td>
<td>“Does This Doorframe Make My Head Look Big?: Problems with Self-Absorbed Leaders”</td>
<td>221</td>
</tr>
</tbody>
</table>

A Final Caveat: Walking the Line  
Notes  
Acknowledgments  
Index  
About the Authors
The Wisdom of Failure