

LEADER SLIP

THE DEMISE OF THE LEADER
AND THE RISE OF THE FOLLOWER

Derived from: Barbara Kellerman; The End of Leadership

BOOK
RAPPER

LEADER SLIP

THE DEMISE OF THE LEADER AND THE RISE OF THE FOLLOWER

THE BOOK

Barbara Kellerman, *The End of Leadership*

THE BIG IDEA

In an increasingly connected and complex world the role of leader is diminished. And, the ordinary person is given greater voice to shape their own future. Leadership as we have known it and relied upon is dead.

SPEED RAP

The history of leadership shows a slow and steady redistribution of power from the few to the many. It's a double whammy! Our respect for leaders declines as their lack of integrity and competence is routinely exposed. And, the tools for having a voice and mobilising action are now in the hands of everyone with internet access.

YOUR CHALLENGE

What's your place in life? Do you lead from the front? The rear? Or from within? It's time to question the roles you play and how you play them. Redefine yourself at work, at home, in your community and in everyday life.

Contents : Leaderslip

Book Rapper Issues are not direct summaries of the books we review. We take what we consider to be the most important ideas from the book. We then re-package these key ideas so you can easily digest them in about 30 minutes. We also make it clear how you can take decisive action to benefit from these insights. In some parts we follow the book closely and in others we add our own models and interpretations. Given the **Book Rapper** Issue is much smaller than the book we may not cover each chapter. If you want more details than what's in this issue, we say '*buy the book*'.

BR Review : The End of Leadership

RAP1 : The Leadership Context

RAP2 : A History of Leadership

RAP3 : The Social Contract

RAP4 : Technology Disrupts Control

RAP5 : The US Experience

RAP6 : The Worldwide Experience

RAP7 : The Leadership Industry

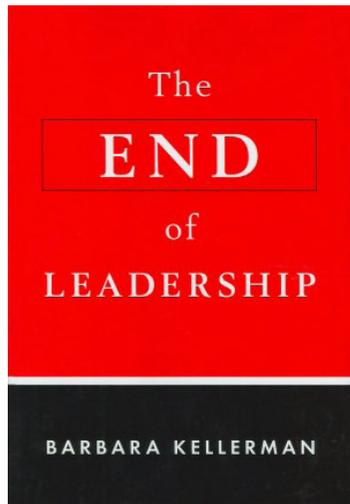
Action : Reflect on Leadership

More...



BR Review : The End of Leadership

Barbara Kellerman ; The End of Leadership; Harper Business, New York, 2012



PRÉCIS

Why leadership as we know it has ended. And, why the leadership industry must lift it's game.

FEATURES

- A thorough analysis of leadership around the world and across social sectors - business, politics and religion.
- An important history that shows the falling trend of leadership and the rising path of followers.
- Acknowledges the role of social media and the Internet in changing the way we get things done.

BENEFITS

- Explains that deep sinking feeling you get in your stomach whenever anyone mentions political leaders or another leadership program.
- Exposes the Leadership Industry for it's failings and sparks a debate for going forward.

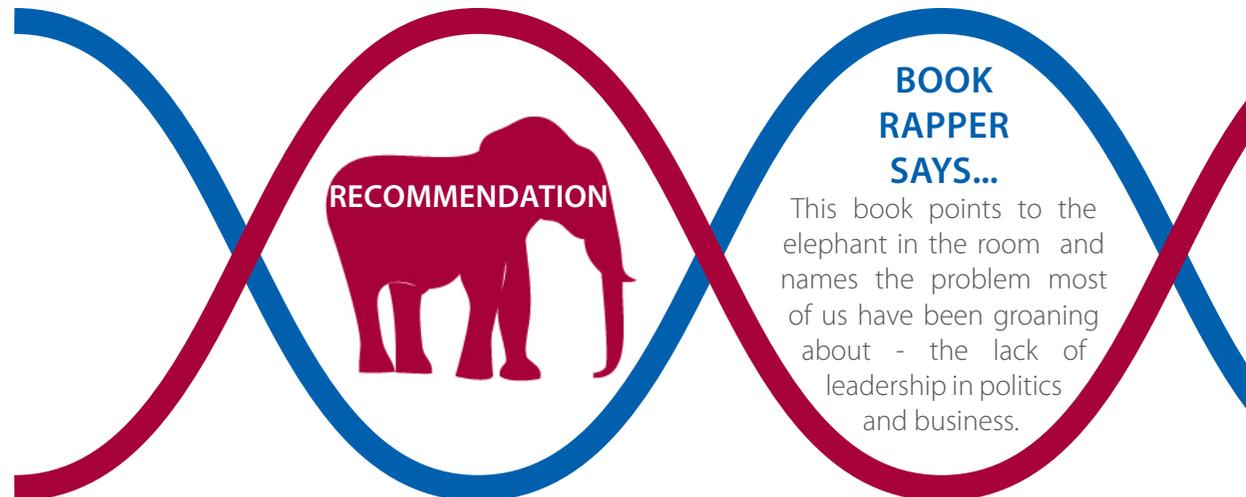
WHO IT'S FOR

- A must-read for leaders everywhere. Particularly those within the leadership industry.



BARBARA KELLERMAN

- One of the few people on the planet to write such a damning leadership book and ensure it remained credible.
- Held numerous academic positions at leading US universities, including Harvard University's John F. Kennedy School of Government.
- Rated by *Leadership Excellence* as one of the top 15 best minds in leadership
- Author of numerous books.
- Widely published in the print media.
- International presenter.
- Authors Website: BarbaraKellerman.com



BOOK RAPPER SAYS...

This book points to the elephant in the room and names the problem most of us have been groaning about - the lack of leadership in politics and business.

RAP1 : The Leadership Context

PROFIT : Becoming a leader has become a mantra. It's assumed to be the path to money, power, achievement, creating change - making it. And, sometimes, this is for the common good. Yet, the reputation of leaders across all aspects of society is troubled. Reputations and respect are at all time lows. This is despite the flowering of the leadership industry. Here we put the state of today's leadership into context.

The
End of Leadership
in our corporates, church,
government and communities reflects
the change in leadership in our families.

Typically, the father was the authority of the household. He earned the money, he shared this with his wife and his word was final.

The implied hierarchy put people in their place and we obediently followed our role.

Today not only has the family unit changed - with single mothers and divorce common - the roles and expectations have changed. Followers are like wives, stronger and more independent. Good parents now mentor and support rather than command and control. And, the weak are increasingly pushing for equity, empowerment and having a say in how things will go.

Likewise, our industrial paradigm of leadership, our workplace hierarchy has also changed.

Previously the employer was top and employees sat below.
Command was in

the
hands of the few
and compliance was expected
of the many. The CEO is now coach,
host and facilitator.

In our communities, more is being decided by ordinary people. This can be as simple as voting on *American Idol* or *Dancing With The Stars*. Voted by the people for the people.

This is participatory democracy at work. It's crowdsourcing where followers, not leaders, drive the action and decide the future.

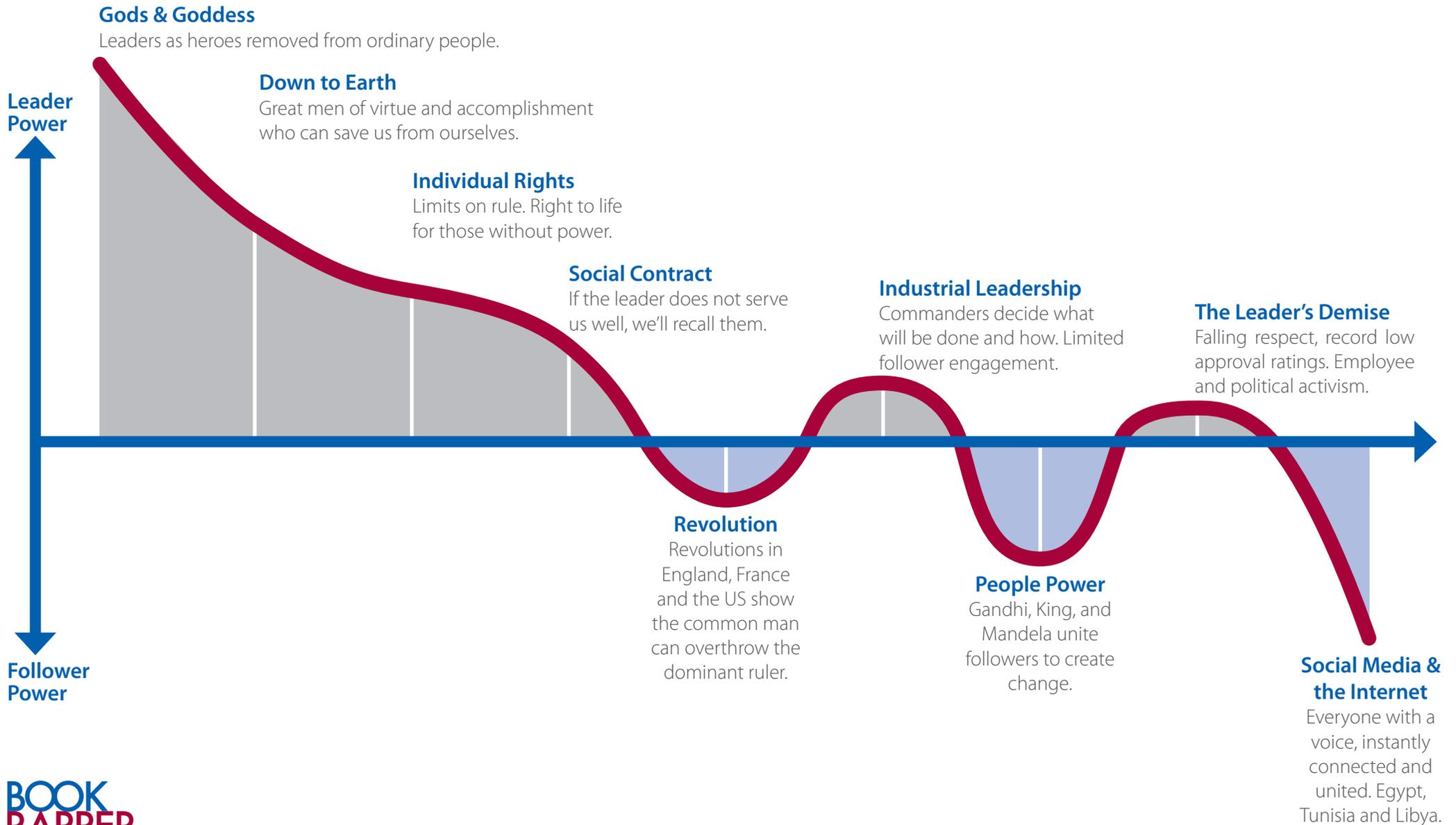
Today followers expect more and leaders succumb more. Leaders are no longer at the centre. Their capacity to exert influence, wield power and exercise authority is diminished.

As followers we want to exert our own influence, power and authority.

The power of followers has risen as the influence of leaders has fallen. It's the levelling of leadership.

RAP2 : A History of Leadership

PROFIT : Is the demise of leadership as we know it a temporary blip on the radar or part of a long term consistent trend? Here, we map the rise and fall of leadership and followership to highlight the pattern.



RAP3 : The Social Contract

PROFIT : Leadership is a relationship. A social contract between the leader and the follower. Like our double helix DNA, it's the fundamental assumption on which our society is organised around. Here we look at this relationship and the role of information in transforming it.

RELATIONSHIP

Any change in leadership will naturally require a change in followership, and vice versa.

Traditionally leadership was based on power - your physical might, the lineage of your parents or your personal charisma. In organisations, this is supplemented by being in a position of authority. Still, the same social contract assumptions apply.

There are only two reasons to go along with a leader: because we want to or we feel we have to. We might feel we have to follow our employer. At least if we want to keep that job. Previously, we might have held a job for life. Today, our choices are much broader. We can switch jobs. We can stay and obey or gossip and damage reputations. Or, we can start our own entity. The rise of the Entrepreneur is the choice to become your own leader. Ideally, we'll choose to follow because we believe in the integrity and competence of those with power, authority and influence.

INFORMATION

The lesson of *Wikileaks* is that no secrets are safe. If one person knows then it's likely everyone can know.

Thus, information is the ultimate enemy of poor leadership. Exposure as being incompetent or unethical provokes followers to turn against you.

In the Catholic Church, information about priestly abuse has become public knowledge and damaged reputations.

In politics, knowledge about what is really going on is readily available. Whilst Clinton and Lewinsky became public information, Kennedy's exploits remained mostly anonymous. Historically, US voters were typically unaware that Franklin D Roosevelt was wheel-chair bound or that Woodrow Wilson was incapacitated for much of his presidency.

In business, shareholder activists and the pursuit of employee rights call leaders to public accountability. Transparency is now expected of all our institutions.

RAP4 : Technology Disrupts Control

PROFIT : Like everything, leadership changes. And a significant driver of this change is the rise of public information through new technology. Here we view how new media is killing the leader as we traditionally know them.

In 1989, the Berlin Wall fell. It was an information revolution driven by television and the photocopier.

The more the East Germans saw the riches of the West, the more they wanted it. Clearly, their leaders had not been able to deliver.

Today, instant information is available to everyone everywhere anytime - and in real time. The ability of social networking sites to connect many people to many others has shifted the power balance in two distinct ways.

Firstly, the flood of information. Ordinary people now have access to information that previously was only available to those in charge and in positions of power. We can now easily see if our leaders are liars, weak, inept or corrupt. Plus we can see public disclosure of covert plans. The emperor is no longer wearing any clothes.

The same applies to the ordinary person. Think *LinkedIn*. Think *Facebook* videos or photos and lost job opportunities. An instant *Google* search means there are

no more blind dates.

Secondly, by amplifying our voice. Online platforms ranging from blogs to *Twitter*, from *Facebook* to *YouTube* give everyone the chance to bypass traditional publishing controls.

It's now easy to express yourself - worldwide. And, in just a click, connect to like minded people. Speak and someone will listen.

This online conversation is disrupting court cases and prompting mis-trials. It's fuelling the young to rise up against the old, as evidenced in the Arab Spring. The youth of today are more distrustful of individuals and institutions. And, they're more likely to challenge authority, indirectly through social media and directly on the streets. These connective and conversational tools are also promoting new organisational structures.

Think crowdsourcing and *Wikipedia*. The barriers to entry are so low anyone can play.

Knowing is one thing, having the voice another. Together they're an explosive combination.

RAP5 : The US Experience

PROFIT : Nearly ever pillar institution in American society - government, church, business, sport and mainstream media - has in recent years revealed itself to be corrupt, incompetent or both. The level of distrust is at an all time high. Here we look at the forces at work in the arenas of Politics and Business in the US.

POLITICS

Is the American presidency the most impossible job in the world? Obama was able to inspire to gain office and he's struggled to do so since.

Since the 1960's, voters have consistently increased their distrust for politicians. Media hype plays its part by focussing on the negative and almost ignoring the positive. Within the US Senate, Filibusters invert majority rule by creating gridlock and ongoing delays.

Voters must also accept some responsibility - particularly those that don't vote.

However, there is evidence this is transforming.

The Obama campaign of 2008 changed the game by breaking fund raising records through gaining small amounts of money from lots of people. This use of social media was a triumph of the outsiders over the insiders.

The Tea Party is a genuine grassroots movement without a clear single leader. Instead technology allows many lesser leaders to gather and take a stand.

Occupy Wall Street has concerns over both politics and economics. Their use of technology enabled them to have a global impact in weeks. Fast and widespread. Their attack is directed at leadership itself - they want to limit 'inside power'. And, they insist they operated without a hierarchy.

The new connection technologies are allowing the old 'vote for someone to represent me' style of representative democracy to be overtaken by participation. Followers are becoming active.

CORPORATE

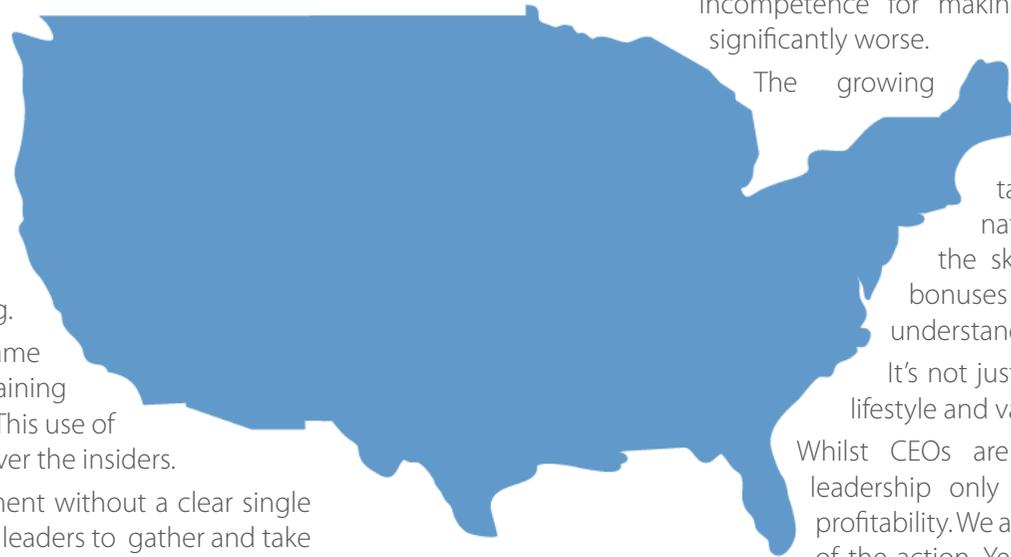
Due to the financial crisis many people now resent the influence of big business. They blame their greed and incompetence for making the lives of many people significantly worse.

The growing gap between rich and poor is another issue - the upper 1% of Americans are now taking in nearly 25% of the nation's income every year. Add the skyrocketing executive pay and bonuses for poor work and you can understand their resentment.

It's not just about money, it's about class, lifestyle and values too.

Whilst CEOs are still important, changes in leadership only account for roughly 10% of profitability. We assume the leader is at the centre of the action. Yet this leader attribution error is precisely what props up the leadership industry.

Whilst too many leaders are unable or unwilling to lead effectively and ethically, the challenge for followers is to figure out how to reasonably respond.



RAP6 : The Worldwide Experience

PROFIT : The world wide experience is not a set of isolated events. Together, they reflect the change in leadership and followership driven by changes in how we interact with each other. Global, wired, smartphone, skypeed Leaders everywhere are less effective and followers are more empowered. Democracy spreads worldwide.

WORLDWIDE

Diminished role of the super power USA. Distributed leadership as the BRIC nations of Brazil, Russia, India and China rise.

OTHERS

Cuba, Zimbabwe, Madagascar, Chile, Cameroon. Expect change soon.

ARAB SPRING

Middle East revolutions reflect the European and Iron Curtain revolutions of several decades earlier. Dramatic shift from repressed to follower power. Egypt and Tunisia flipped in a short space of time after decades of repression. Followers taking back the power their leaders had been given or had taken.

EUROPE

Ongoing protests in France, Greece, Ireland and Spain.

RUSSIA AND CHINA

The single dictator disappears. Progressing from Communism to a free market. Political participation by ordinary people now evident. Whilst control of information manages public opinion, this can only last so long.

NORTH KOREA

Perhaps the only 'totalitarian' state left on the planet.

JAPAN

Unsettled leadership with six Prime Ministers in five years between 2006 and 2011. Once mighty corporations less stable. Growing gap between what followers want and leaders can provide.

INDONESIA

More registered Facebook users than any other country behind Great Britain and the US. Expect ongoing change.

PAKISTAN

Political instability since a military coup in 2001. The country now wrestles with dismantling the dictator's rule.

INDIA

Slow and steady dismantling of the caste system. Entrepreneurs now able to rise above their social rank. Failure of governments and politicians to deliver change. The Supreme Court has begun setting public policy.

RAP7 : The Leadership Industry

PROFIT : Whilst originally an American offer, the leadership industry has exploded in the past 30 to 40 years. It's now a global \$50 billion annual extravaganza. And, with this level of spending - the size of a small nation - one would expect performance and results. Alas, not so. Here we look at some of the assumptions and flaws of the leadership industry.

LEADER AS STAR

Evidence shows leaders have less power, authority and influence today. Yet, courses continue to focus on creating the 'great man' who can solve our problems. Plus, we're all expected to aspire to being a leader.

THE LEADERSHIP OBSESSION

Our leader-centric focus 'smacks of followership' - it becomes a fashion and a fad. It's starting in high school and meant to be the path to all our dreams. This also presumes leaders are more important than followers.

THE MONEY IS IN THE HOW

Whilst research and theory is important, running courses in how to lead is where the money is. And, whilst such programs dominate the landscape they assume we can learn to be a leader. Plus, they assume people from all sorts of backgrounds, expertise and experience can learn, in large groups simultaneously and quickly and easily over weeks or months.

RESEARCH?

Leadership programs rely on research. Yet little of this is validated in real situations. And, courses are assessed merely on the satisfaction levels of participants. Plus, there are too many competing experts offering too many competing methods and models.

INDUSTRY IS SELF-SATISFIED

Some of the companies best ranked for their leadership programs are performing poorly in the marketplace. This presents a disconnect between what to do and what works. The industry remains poorly policed and easily satisfied by its performance.

BAD LEADERSHIP IS IGNORED

We've forgotten to address bad leadership. What to do about the incompetent and the rigid?

CONTEXT IS WEAK

Scant attention is paid to the current conditions in which leadership is practiced. Notably the rise of the follower through the use of social media.

More...

PROFIT : Want more? Here's some additional Book Rapper issues to consider. Want more than this? We suggest you buy the book! Or buy one of Kellerman's other books...

OTHER BOOK RAPPER ISSUES

Leaderless

The rise of the decentralised organisation promotes a new form of leadership.

Derived from: Ori Brafman and Rod A Beckstrom, *The Spider and the Starfish*

Purple You

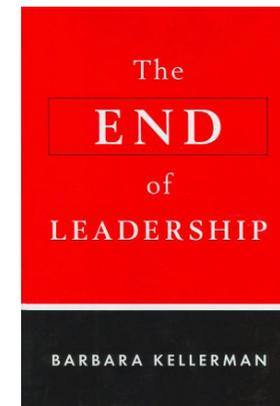
How to be a leader in your own career inside the context of social media and the Internet.

Derived from: Seth Godin, *Linchpin*

Obama Online

How to lead with social media based on a case study of Barack Obama's 2008 Presidential campaign.

Derived from: Rahaf Harfoush, *Yes We Did*



BUY THE BOOK

Buy *The End of Leadership* on Amazon

WATCH THE AUTHOR ON YOUTUBE

Kellerman on YouTube discussing this book

Action : Reflect on Leadership

PROFIT : Leadership is impacting all of us in all areas of our lives. Here's your chance to stop, relax and reflect. How is leadership changing for you in your life? Here we list nine areas of life for you to consider...

FAMILY

What's changed? Are you the boss or best friends with your children? Are you parenting like your parents? Or exploring new ways?

WORK

Are you following or leading? In control or in collaboration? Are you more or less likely to question instructions or advice from your boss?

COMMUNITY

What roles do you play in your communities? Is the leadership style different in your local communities compared to your online ones?

BIG BUSINESS

Do you have more or less respect for big business? Do you consider yourself part of this or not?

POLITICS

Are you becoming more or less cynical of your political leaders? Are you a political follower or leader?

THE WORLD

Have you been following the changing flow in leadership around the world? Are you surprised? What do you think is driving these changes?

MEDIA

Are you trusting mass media more or less? Do you question what you read and watch? Are you tuning in or out more often? Who are your leaders in the media - the people you follow?

SOCIAL MEDIA

How active are you in social media? Are you a follower and consumer or creator and leader?

YOU

Are you more vocal than before? Where do you lead in your life? Where do you follow? What's your leadership style? What's your followership style? Should you step up more or step down more?

CREATE *Your* NEXT BIG THING



Geoff McDonald

Author of Book Rapper, seven books and international presenter. Geoff is a former architect who helps business experts and organisations create their next big thing.

Three ways we can help you create your next big thing...

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SOME OF THE CLIENTS GEOFF HAS PRESENTED TO...

