

"Bravo to Barbara Kellerman! Building upon a lifetime of scholarship and upon a popular course she has created at Harvard, Kellerman brings between the covers of a single volume the world's classic literature on leadership. Every thoughtful leader will find deep, rich rewards here."

—David Gergen, Director, Center for Public Leadership  
Harvard Kennedy School, Former Presidential Adviser

# LEADERSHIP

*Essential Selections on Power,  
Authority, and Influence*

*Edited with Commentary by*

**Barbara Kellerman**

Bestselling author of *Followership* and *Bad Leadership*

# The Leadership Industry

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- Capitalism at its most compelling
- Leadership can be taught
- Most of us *should* be leaders
- Most of us *can* be leaders

## What Do Leaders Need to Know?

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**"Leadership as a body of knowledge...remains without either a widely accepted theoretical framework or a cumulative empirical understanding leading to a usable body of knowledge....Not surprisingly, the lack of coherence in leadership research is reflected in the pedagogy of leadership as well."**

**- Rakesh Khurana**

***From Higher Aims to Hired Hands***

# Leadership Education - Development, Training - in 2010

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- **Approach #1: Transmission of knowledge - from psychology, sociology, economics, organizational behavior**
- **Approach # 2: Development of interpersonal skills**
- **Approach # 3: Personal growth and self discovery**

# What's the Problem?

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- **The "leadership crisis"**
- **Teaching leadership en masse**
- **Teaching leadership in short bursts**
- **Unconvincing evidence about effectiveness**

# Questions about the Three Pedagogical Approaches

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- **What knowledge to transmit?**
- **Application of interpersonal skills to a wired world**
- **Looking in instead of looking out**

# What Is To Be Done?

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- **My lifetime in leadership - and omissions such as the dark side and the follower**
- **Back to basics - to the liberal arts, now simply omitted from leader learning**
- **The course, the book, assert the importance of leaders/would be leaders actually acquiring a fixed body of knowledge that is the leadership canon - the great leadership literature**

# Timeless Texts – Ten Tenets

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1. There is a leadership canon – though not one conventionally claimed.
2. This canon is not inscribed in stone.
3. This canon is, must be, multidisciplinary and multicultural.
4. This canon consists of literature *about* leadership, and *as* leadership, and *by* leaders.
5. This canon can be divided in different ways, chronologically being only the most obvious.



# Timeless Texts – Ten Tenets

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6. The great literature on leadership is, simultaneously, the great literature on followership.
7. The leadership literature is, separately, about power, authority, and influence.
8. There is an arc of human history, in which power and influence devolve from the top down.
9. The pen is - sometimes - mightier than the sword
10. The great leadership literature is timeless and transcendent.

# The Great Leadership Literature– Themes

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1. Importance of Instruction
2. View of Human Nature
3. Role of Rage and Outrage
4. Attraction of the “Great Man”
5. Rise of the Follower
6. Growing Inclusiveness
7. Power of the Pen
8. Leadership Literature as Literature
9. Literature *About* Leadership
10. Literature *As* Leadership

# Theme 1 – Importance of Instruction

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- **Lao-Tsu**
- **Machiavelli**
- **Du Bois**

## Theme 2 – View of Human Nature

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- **Hobbes**
- **Freud**
- **Hitler**

## Theme 3 – Role of Rage and Outrage

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- **Stowe**
- **Fanon**
- **Kramer**

## Theme 4 – Attraction of the “Great Man”

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- **Plato**
- **Carlyle**
- **Lenin**

# Theme 5 – Rise of the Follower

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- **Locke**
- **Follett**
- **Milgram**

# Theme 6 – Growing Inclusiveness

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- **Wollstonecraft**
- **King**
- **Singer**



# Theme 7 – Power of the Pen

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- **Paine**
- **Marx and Engels**
- **Friedan**

## Theme 8 – Leadership Literature As Literature

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- **Lincoln**
- **Tolstoy**
- **Carson**

## Theme 9 – Literature *About* Leadership

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- **Plutarch**
- **Weber**
- **Arendt**

## Theme 10 – Literature *As* Leadership

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- **Churchill**
- **Mandela**
- **Havel**

# What Should Leaders Learn? – The Arts

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- **Beethoven**
- **Picasso**
- **Shakespeare**

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# **"Shooting an Elephant" - or Why Be Leadership Literate?**