



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:

Sam Grimes:

In this 21st millennium, people become competitive in most way. By being competitive now, people have do something to make these individuals survives, being in the middle of the actual crowded place and notice simply by surrounding. One thing that sometimes many people have underestimated it for a while is reading. Yes, by reading a guide your ability to survive increase then having chance to stand up than other is high. In your case who want to start reading a new book, we give you this kind of Head, Heart and Guts: How the World's Best Companies Develop Complete Leaders book as beginner and daily reading publication. Why, because this book is greater than just a book.

Sang O'Connor:

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David Creason:

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