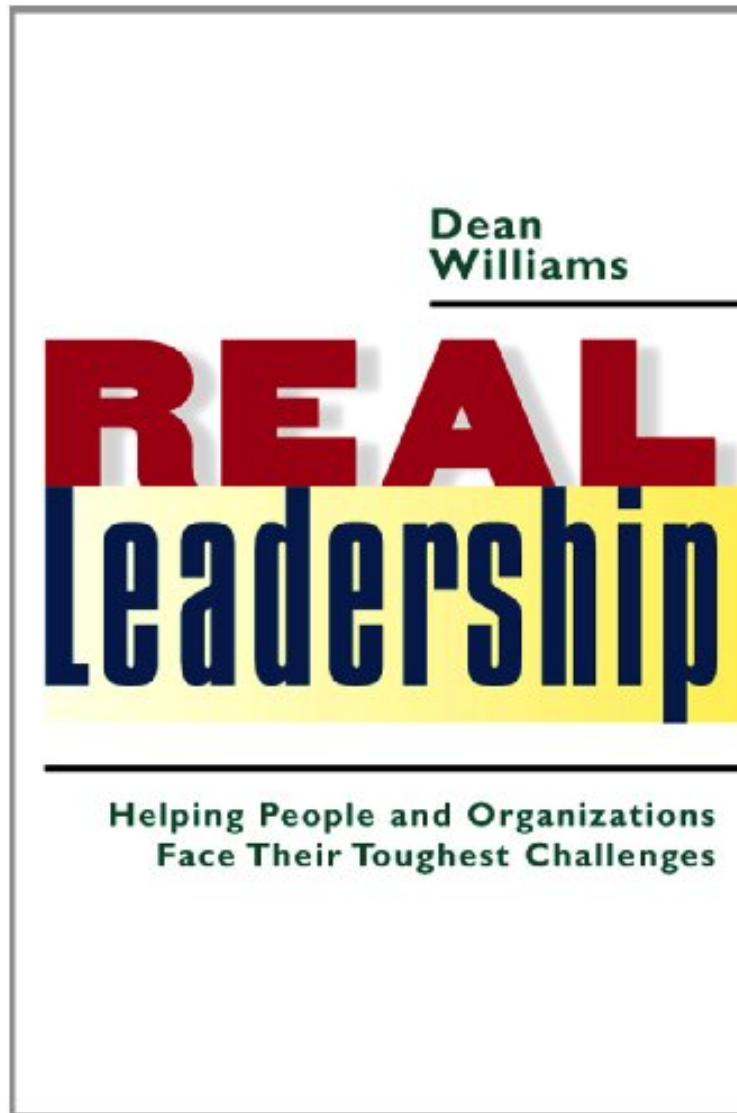


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# Real Leadership: Helping People and Organizations Face Their Toughest Challenges

*Dean Williams*

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Too many organizations today play follow the leader: the commander articulates a "vision" and people uncritically go along with it. But this style of leadership is ultimately ineffective and even dangerous. It hampers people's ability to anticipate and react to changing circumstances. And if the leader's vision is flawed, the entire organization will suffer. In *Real Leadership*, Dean Williams argues that the true task of the leader is to get people to face the reality of any situation themselves and develop strategies to deal with problems or take advantage of opportunities. Leaders who are responsible with their power and authority don't dictate; they help people determine what shifts in their values, habits, practices and priorities will be needed to accommodate changing conditions and new demands. Williams details how to apply this new approach to six different challenges that every organization faces. Throughout, he uses examples from his own experiences--working with organizations as diverse as the government of Singapore, Aetna Life and Casualty, and the nomadic Penan tribe in Borneo--as well as historical examples and the insights gleaned from his many interviews with presidents, prime ministers, and business leaders to demonstrate the practical application of real leadership in the real world. At a time when so many "visionary" leaders have led their organizations to disaster, *Real Leadership* offers a needed, proven alternative.

A well-developed set of theories and best practices, reinforced through excellent examples and cases, that strengthens leaders at all levels. -- Marshall Carter, Chairman of the New York Stock ExchangeA wise and capacious book on the real challenges of leadership. Williams writes with a rare and unique global perspective. -- Warren Bennis, University Professor, University of Southern California, and author of *On Becoming a Leader* and coauthor of *Geeks and Geezers*I welcome the broad and refreshing approach Dean Williams adopts in *The Responsible Leader*, which should help foster new leadership. -- Mary Robinson, former President of Ireland and United Nations High Commissioner for Human Rights.Leaders of any organization, whether CEOs, directors or ministers, can benefit from studying the principles Williams has distilled. -- Lee Kuan Yew, former Prime Minister of SingaporeAbout the AuthorDean Williams earned his Doctorate and Master's degrees from Harvard University where he studied organisational change and leadership development. Today, he teaches leadership at Harvard University's Kennedy School of Government. Willaims has consulted to governments and businesses around the world.