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THE DRUCKER FOUNDATION

THE

LEADER

OF THE

FUTURE

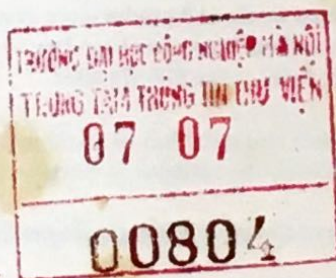
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The Leader of the Future

New Visions, Strategies,
and Practices for
the Next Era

FRANCES HESSELBEIN
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Foreword by Peter F. Drucker



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Foreword

Not Enough Generals Were Killed

I have been working with organizations of all kinds for fifty years or more—as a teacher and administrator in the university, as a consultant to corporations, as a board member, as a volunteer. Over the years, I have discussed with scores—perhaps even hundreds—of leaders their roles, their goals, and their performance. I have worked with manufacturing giants and tiny firms, with organizations that span the world and others that work with severely handicapped children in one small town. I have worked with some exceedingly bright executives and a few dummies, with people who talk a good deal about leadership and others who apparently never even think of themselves as leaders and who rarely, if ever, talk about leadership.

The lessons are unambiguous. The first is that there may be “born leaders,” but there surely are far too few to depend on them. Leadership must be learned and can be learned—and this, of course, is what this book was written for and should be used for. But the second major lesson is that “leadership personality,” “leadership style,” and “leadership traits” do not exist. Among the most effective leaders I have encountered and worked with in a half century, some locked themselves into their office and others were ultragregarious. Some (though not many) were “nice guys” and others were stern disciplinarians. Some were quick and impulsive; others studied and studied again and then took forever to come to a decision. Some were warm and instantly “simpatico”; others remained aloof even