

Leadership James Macgregor Burns

Political leadership has made a comeback. It was studied intensively not only by political scientists but also by political sociologists and psychologists, Sovietologists, political anthropologists, and by scholars in comparative and development studies from the 1940s to the 1970s. Thereafter, the field lost its way with the rise of structuralism, neo-institutionalism, and rational choice approaches to the study of politics, government, and governance. Recently, however, students of politics have returned to studying the role of individual leaders and the exercise of leadership to explain political outcomes. The list of topics is nigh endless: elections, conflict management, public policy, government popularity, development, governance networks, and regional integration. In the media age, leaders are presented and stage-managed—spun—DDLas the solution to almost every social problem. Through the mass media and the Internet, citizens and professional observers follow the rise, impact, and fall of senior political officeholders at closer quarters than ever before. This Handbook encapsulates the resurgence by asking, where are we today? It orders the multidisciplinary field by identifying the distinct and distinctive contributions of the disciplines. It meets the urgent need to take stock. It brings together scholars from around the world, encouraging a comparative perspective, to provide a comprehensive coverage of all the major disciplines, methods, and regions. It showcases both the normative and empirical traditions in political leadership studies, and juxtaposes behavioural, institutional, and interpretive approaches. It covers formal, office-based as well as informal, emergent political leadership, and in both democratic and undemocratic polities.

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Leadership has never played a more prominent role in America's national discourse, and yet our opinions of leaders are at all-time lows. Private sector leaders are widely seen as greedy to the point of being corrupt. Public sector leaders are viewed as incompetent to the point of being inept. And, levels of trust in government have plummeted. As the title of this book conveys, leaders in America are experiencing hard times. Barbara Kellerman argues that we focus on leaders, and even on followers, while ignoring an essential element of leadership: context. This book is a corrective. It enables leaders to track the terrain that they must navigate in order to create change. Rather than a handy-dandy manual on what to do and how to do it, *Hard Times* is structured as a checklist. Twenty-four brief sections cover key aspects of the American landscape. They trace evolutions and revolutions that have revised our norms, transformed our populations and institutions, and shifted our culture. Kellerman's crash course on context reveals how significant it is to leadership. Clearer still is the fact that leadership is more difficult than it has ever been. It is context that explains why leadership is so fraught with frustration. And, it is context that makes evident why leadership will be better exercised if it is better understood. Calling out patterns that emerge from the checklist, Kellerman challenges leaders to do better. This fascinating read will change the way that all of us think about leadership, while compelling us to consider what it means for our future.

Leadership is a daunting subject for most developing leaders, but eventually all followers will be called upon to lead. Where do we start? What model or theory do we utilize? The choices become overwhelming for anyone attempting online searches. Everywhere you look are leadership books, programs, degrees, workshops, seminars, boot camps, and even mobile apps! Many organizations at Air University are utilizing the full range of leadership approach.

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Initially introduced by James MacGregor Burns in 1978 and Bernard Bass in 1985, these transformational and transactional leadership styles have sustained nearly four decades. Through (1) idealized transformational leader behaviors, one may raise the levels of his or her ethical and moral values while committing to "doing the right thing" for himself or herself and his or her followers; (2) by using inspirational motivation, leaders learn to articulate a vision to energize followers to accomplish more than they ever thought possible; (3) by intellectually stimulating followers, leaders will challenge followers to create and innovate as they reframe problems with renewed visions; and by providing individualized consideration, leaders may learn to incorporate each member's distinct gifts and talents as individual contributors to the organizational team. These transformational behaviors can offer connections to reaching (4) authentic transformational leadership by incorporating not only ethics and values but also, according to John Sosik, virtues and character strengths to refine one's leadership acumen, ameliorating leader-follower dynamics

The Three Roosevelts is the extraordinary political biography of the intertwining lives of Theodore, Franklin, and Eleanor Roosevelt, who emerged from the closed society of New York's Knickerbocker elite to become the most prominent American political family of the twentieth century. As Pulitzer Prize- and National Book Award-winning author James MacGregor Burns and acclaimed historian Susan Dunn follow the evolution of the Roosevelt political philosophy, they illuminate how Theodore's example of dynamic leadership would later inspire the careers of his distant cousin Franklin and his niece Eleanor, who together forged a progressive political legacy that reverberated throughout the world. Theodore, Franklin, and Eleanor Roosevelt led America through some of the most turbulent times in its history. The

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Three Roosevelts takes readers on an exhilarating voyage through these tumultuous decades of our nation's past, and these momentous events are seen through the Roosevelts' eyes, their actions, and their passions. Insightful and authoritative, this is a fascinating portrait of three of America's greatest leaders, whose legacy is as controversial today as their vigorous brand of forward-looking politics was in their own lifetimes. "A remarkable example of narrative and biographical history at its best." — Bruce Clayton, Pittsburgh Post-Gazette "No one has written more trenchantly about Franklin Roosevelt and American politics ... than James MacGregor Burns...." — H. W. Brands, The Raleigh News & Observer "A detailed study.... Written with impeccable scholarship." — Malinda Nash, Houston Chronicle

Transformational Leadership, Second Edition is intended for both the scholars and serious students of leadership. It is a comprehensive review of theorizing and empirical research that can serve as a reference and starting point for additional research on the theory. It can be used as a supplementary textbook in an intense course on leadership--or as a primary text in a course or seminar focusing on transformational leadership. New in the Second Edition: *New, updated examples of leadership have been included to help illustrate the concepts, as well as show the broad range of transformational leadership in a variety of settings. *New chapters have been added focusing specifically on the measurement of transformational leadership and transformational leadership and effectiveness. *The discussion of both predictors and effects of transformational leadership is greatly expanded. *Much more emphasis is given to authentic vs. inauthentic transformational leadership. *Suggestions are made for guiding the future of research and applications of transformational leadership. *A greatly expanded reference list is included.

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Lao Tzu, Marx, the Buddha, Ibsen, Machiavelli — these are just a few of the world's great thinkers who have weighed in on the subject of leadership over the centuries. Yet, the contemporary student of leadership often overlooks many of these names in favour of more recent theorists hailing from the social sciences. *Understanding Leadership: An Arts and Humanities Perspective* takes a different angle, employing the works of the great philosophers, authors and artists found in world civilization and presenting an arts and humanities perspective on the study of leadership. The authors build their conceptual framework using The Five Components of Leadership Model, which recognizes the leader, the followers, the goal, the environmental context, and the cultural values and norms that make up the leadership process. Supporting the text are a wealth of case studies which reflect on works such as Ayn Rand's novella *Anthem*, Eugène Delacroix's painting *Liberty Leading the People*, Charlie Chaplin's film *Modern Times*, Athol Fugard's play "Master Harold" . . . and the Boys, Lao Tzu's poetic work *Tao Te Ching*, and Antonín Dvořák's *New World Symphony*. The authors also introduce studies from various world cultures to particularly illustrate the role cultural values and norms play in leadership. This illuminating framework promotes the multidimensional thinking that is necessary for understanding and problem solving in a complex world. *Understanding Leadership: An Arts and Humanities Perspective* will be a valuable textbook for both undergraduate and postgraduate leadership students, while leadership professionals will also appreciate the book's unique liberal arts and cultural approach.

This collection of essays draws on writings from mythologists, sociologists, philosophers, historians, and political activists, to present perspectives on the techniques, philosophies, and

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theories of political leadership throughout history. The forty-three selections offer a broad range of thought and provide a uniquely comprehensive reference.

Pulitzer Prize-winning historian James MacGregor Burns has devoted his legendary career to the study of leadership in all its aspects—from politics to business. *Leadership*, Burns's pioneering study, introduces the highly influential theory of "transformational leadership," stating that the best leaders are those who inspire others to come together toward the achievement of higher aims. Featuring fascinating case studies drawn from history, *Leadership* is the classic text for anyone seeking to understand executive decision-making, the dynamics of influence, and moral leadership.

In *Transforming Leadership*, Burns illuminates the evolution of leadership structures, from the chieftains of tribal African societies, through Europe's absolute monarchies, to the blossoming of the Enlightenment's ideals of liberty and happiness during the American Revolution. Along the way he looks at key breakthroughs in leadership and the towering leaders who attempted to transform their worlds—Elizabeth I, Washington, Jefferson, Gandhi, Eleanor Roosevelt, Gorbachev, and others. Culminating in a bold and innovative plan to address the greatest global leadership challenge of the twenty-first century, the long-intractable problem of global poverty, *Transforming Leadership* will arouse discussion and controversy in classrooms and boardrooms throughout the country.

Christian ministries increasingly prioritize urban areas—big cities and suburbs are considered more strategic, more influential, and more desirable places to live and work. As a ministry strategy, focusing on big places makes sense. But the gospel of Jesus is often unstrategic. Filled with helpful stories and practical advice, pastor Stephen Witmer lays out an integrated

theological vision for small-place ministry today.

The second volume of Burns's acclaimed history of America, from the end of the Civil War to the beginning of the Great Depression Abraham Lincoln's Gettysburg Address pointed to a new way to preserve an old hope—that democracy might prove a vibrant and lasting form of government for people of different races, religions, and aspirations. The scars of the Civil War would not soon heal, but with that one short speech, the president held out the possibility that such a nation might not simply survive, but flourish. The Workshop of Democracy explores more than a half-century of dramatic growth and transformation of the American landscape, through the addition of dozens of new states, the shattering tragedy of the First World War, the explosion of industry, and, in the end, the emergence of the United States as a new global power.

Leadership Harper Collins

"A brilliant full-length portrait of Franklin Roosevelt the politician"—the first in an award-winning two-volume biography (The Christian Science Monitor). Franklin Delano Roosevelt was the longest serving president in United States history, reshaping the country during the crises of the Great Depression and World War II. But before his ascension to the presidency, FDR laid the groundwork for his unprecedented run with decades of canny political maneuvering and steady consolidation of power. In this remarkable New York Times–bestselling biography, Pulitzer Prize–winning historian James MacGregor Burns traces FDR's rise and the peculiar blend of strength and cunning that made him such a uniquely transformative figure. Weaving together lively narrative and impressive scholarship, Burns reconstructs his youth and education at Groton and Harvard, his relationships with his cousins Theodore and Eleanor, his

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immersion in New York State politics, and his rise to national prominence, all the way through his first two terms as president, which saw the historic New Deal take hold and the drumbeats of World War II begin. Originally published in 1956, *The Lion and the Fox* was among the first studies of Roosevelt—and it remains a landmark record of his ambitions, talents, and flaws. Hailed by the *New York Times* as “a sensitive, shrewd, and challenging book” and by *Newsweek* as “a case study unmatched in American political writings,” Burns’s stunning achievement is the life story of a fascinating political figure.

A Pulitzer Prize–winning historian’s dramatic biography of Franklin Delano Roosevelt, US president during the Depression and WWII. Franklin Delano Roosevelt was the longest serving president in US history, reshaping the country during the crises of the Great Depression and World War II. James MacGregor Burns’s magisterial two-volume biography tells the complete life story of the fascinating political figure who instituted the New Deal. *Roosevelt: The Lion and the Fox (1882–1940)*: Before his ascension to the presidency, FDR laid the groundwork for his unprecedented run with decades of canny political maneuvering and steady consolidation of power. Hailed by the *New York Times* as “a sensitive, shrewd, and challenging book” and by *Newsweek* as “a case study unmatched in American political writings,” *The Lion and the Fox* details Roosevelt’s youth and education, his rise to national prominence, all the way through his first two terms as president. *Roosevelt: The Soldier of Freedom (1940–1945)*: The Pulitzer Prize and National Book Award–winning history of FDR’s final years examines the president’s skillful wartime leadership as well as his vision for postwar peace. Acclaimed by William Shirer as “the definitive book on Roosevelt in the war years,” and by bestselling author Barbara Tuchman as “engrossing, informative, endlessly readable,” *The Soldier of Freedom* is a

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moving profile of a leader gifted with rare political talent in an era of extraordinary challenges. Proven leadership strategies used by combat and business leaders to accomplish impossible goals Heroic Leadership examines military leadership principles as they apply to business and life. Leadership expert and retired general William Cohen describes the eight universal laws of leadership and explains why heroic leadership has worked so successfully and ethically for thousands of years despite severe conditions of risk, uncertainty and hardship. He also shows how to implement Heroic Leadership to attract fellowship, use influence tactics, develop self-confidence, build, coach, and motivate a team, take charge in crisis situations, and take action. Includes real-world examples from business as well, as battle, that follow the eight universal laws Contains proven strategies and techniques to apply the universal laws and multiply the productivity of any group or organization Suggests little-known, but highly effective methods for building teamwork and esprit de corps Based on the classic, bestselling books on leadership The New Art of the Leader and the Stuff of Heroes With a timeless approach to leadership, Heroic Leadership offers innovative ideas for motivating people and helping them to achieve new heights of personal and group performance

This book represents a most robust look at the study of leadership while representing multiple disciplines in a quest to find agreement about leadership and theory. Russ Volckmann, International Leadership Review In this compelling book, top scholars from diverse fields describe the progress they have made in developing a general theory of leadership. Led by James MacGregor Burns, Pulitzer Prize winning author of the classic Leadership (1978), they tell the story of this intellectual venture and the conclusions and questions that arose from it. The early chapters describe how, in order to discuss an integrative theory, the group first

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wrestled with the nature of theory as well as basic aspects of the human condition that make leadership necessary and possible. They then tackle topics such as: the many faces of power woven into the leadership fabric; crucial elements of group dynamics and the leader follower relationship; ethical issues lying at the heart of leadership; constructivist perspectives on leadership, causality, and social change; and the historical and cultural contexts that influence and are influenced by leadership. The book concludes with a commentary by Joanne Ciulla and an Afterword by James MacGregor Burns. The contributors thorough coverage of leadership, as well as their approach to this unique undertaking, will be of great interest to leaders, students and scholars of leadership.

The impact of James MacGregor Burns' writings on our understanding of moral and lasting change is explored through essays focussing on transforming leadership in contexts such as the founding of the American nation and presidential leadership throughout US history. Burns's most influential concepts are explained, critiqued and expanded and then applied in political, business and institutional domains. The volume demonstrates how Burns's analyses illuminate the nature of social change and transformation, the subtleties of the relationship between leaders and followers, and how together both can realize enduring human values using power resources that arouse and satisfy deep human motives.

The authorized biography of John F. Kennedy offers a fresh and candid look at what shaped the man America came to love and admire, just as he was on the cusp of the presidency Historian, political scientist, and Pulitzer Prize-winning author James

MacGregor Burns wrote *Roosevelt: The Lion and the Fox*, the first volume of his highly acclaimed biography of FDR, in 1956. Two years later, Burns ran for a seat in Congress and became close friends with John F. Kennedy, who was also campaigning throughout the state for reelection to the Senate. After Burns lost his election, he decided to write a biography of JFK. Without any restrictions, Kennedy granted his friend complete access to files, family records, and personal correspondence. The two men spoke at great length in Washington, DC, and at the Kennedy family compound on Cape Cod, and afterwards, Kennedy asked his relatives, friends, and political colleagues to talk openly with Burns as well. The result is a frank, incisive, and compelling portrait of Kennedy from his youth to his service in World War II and his time in Congress. While many political biographies—especially those of presidential candidates—intend to depict a certain persona, Burns would not allow anything other than his own perception to influence him. And so, John Kennedy concludes questioning whether JFK would make “a commitment not only of mind, but of heart” to the great challenges that lay ahead. (Burns would later admit that his subject did bring both bravery and wisdom to his presidency.) First published just as Kennedy was coming into the national spotlight, this biography gives a straightforward and exciting portrayal of one of the twentieth century’s most important figures.

From renowned political theorist James MacGregor Burns, an incisive critique of the overreaching power of an ideological Supreme Court For decades, Pulitzer Prize-

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winner James MacGregor Burns has been one of the great masters of the study of power and leadership in America. In *Packing the Court*, he turns his eye to the U.S. Supreme Court, an institution that he believes has become more powerful, and more partisan, than the founding fathers ever intended. In a compelling and provocative narrative, Burns reveals how the Supreme Court has served as a reactionary force in American politics at critical moments throughout the nation's history, and concludes with a bold proposal to rein in the court's power.

In *Reflections on Leadership* fifteen prominent leadership scholars pay tribute to James MacGregor Burns's book, *Leadership*, a classic in the field of leadership studies. The contributors address the puzzles and anomalies in his work, such as: the place of values in leadership; leadership as a casual factor in change; levels of analysis; interdisciplinary approaches to the study of leadership; the distance of his theory from everyday experience; the absence of gender and race, and more.

The *Encyclopedia of Leadership* brings together for the first time everything that is known and truly matters about leadership as part of the human experience. Developed by the award-winning editorial team at Berkshire Publishing Group, the *Encyclopedia* includes hundreds of articles, written by 280 leading scholars and experts from 17 countries, exploring leadership theories and leadership practice. Entries and sidebars show leadership in action - in corporations and state houses, schools, churches, small businesses, and nonprofit organizations.

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Since mid-century, America has witnessed an ominous decline in presidential leadership, culminating in the failing presidency of George W. Bush today. How did this happen? In *Running Alone*, the distinguished political scientist and leadership expert James MacGregor Burns finds the origin of the problem in John F. Kennedy's presidential style-and its influence on his successors in the Oval Office. Kennedy rejected collective leadership in favor of a highly personalized executive branch, run by a small group of hand-picked advisors. His successors followed his lead; each in his own way ran and governed alone, exploiting the party base while often ignoring party platforms and party needs. Burns charts the decline of genuine leadership in the Oval Office and offers practical proposals for restoring the kind of transforming leadership that this country so desperately needs. With unsurpassed knowledge of American history and politics, Burns shows us the way forward.

The “engrossing” Pulitzer Prize and National Book Award–winning history of FDR’s final years (Barbara Tuchman). The second entry in James Macgregor Burns’s definitive two-volume biography of Franklin Delano Roosevelt begins with the president’s precedent-breaking third term election in 1940, just as Americans were beginning to face the likelihood of war. Here, Burns examines Roosevelt’s skillful wartime leadership as well as his vision for post-war peace. Hailed by William Shirer as “the definitive book on Roosevelt in the war years,” and by bestselling author Barbara Tuchman as “engrossing, informative, endlessly readable,” *The Soldier of Freedom* is

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a moving profile of a leader gifted with rare political talent in an era of extraordinary challenges, sacrifices, heroism, and hardship.

A premier leadership scholar and an eighteenth-century expert define the special contributions and qualifications of our first president Revolutionary hero, founding president, and first citizen of the young republic, George Washington was the most illustrious public man of his time, a man whose image today is the result of the careful grooming of his public persona to include the themes of character, self-sacrifice, and destiny. As Washington sought to interpret the Constitution's assignment of powers to the executive branch and to establish precedent for future leaders, he relied on his key advisers and looked to form consensus as the guiding principle of government. His is a legacy of a successful experiment in collective leadership, great initiatives in establishing a strong executive branch, and the formulation of innovative and lasting economic and foreign policies. James MacGregor Burns and Susan Dunn also trace the arc of Washington's increasing dissatisfaction with public life and the seeds of dissent and political parties that, ironically, grew from his insistence on consensus. In this compelling and balanced biography, Burns and Dunn give us a rich portrait of the man behind the carefully crafted mythology.

A Pulitzer Prize–winning historian examines transformational leaders from Moses to Machiavelli to Martin Luther King Jr. in this “impressive book” (The Washington Post). Historian and political scientist James MacGregor Burns has spent much of his career

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documenting the use and misuse of power by leaders throughout history. In this groundbreaking study, Burns examines the qualities that make certain leaders—in America and elsewhere—succeed as transformative figures. Through insightful anecdotes and historical analysis, Burns scrutinizes the charisma, vision, and persuasive power of individuals able to imbue followers with a common sense of purpose, from the founding fathers to FDR, Gandhi to Napoleon. Since its original publication in 1970, *Leadership* has set the standard for scholarship in the field.

A Pulitzer Prize winner looks at the course of American history from the birth of the Constitution to the dawn of the Civil War. The years between 1787 and 1863 witnessed the development of the American Nation—its society, politics, customs, culture, and, most important, the development of liberty. Burns explores the key events in the republic's early decades, as well as the roles of heroes from Washington to Lincoln and of lesser-known figures. Captivating and insightful, Burns's history combines the color and texture of early American life with meticulous scholarship. Focusing on the tensions leading up to the Civil War, Burns brilliantly shows how Americans became divided over the meaning of Liberty. *Vineyard of Liberty* is a sweeping and engrossing narrative of America's formative years. This book represents an introduction to and overview of the diverse facets of the ethical challenges confronting companies today. It introduces executives, students and interested observers to the complex trends and developments in business ethics. Coverage presents industry-specific topics in ethics. The book also provides a general, interdisciplinary survey of the ethical dimensions of management and business. Entries cover the concepts of group processes and intergroup relations, ranging from

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conformity to diversity and from small group interaction to intergroup relations on a global scale.

"Hargrove argues that political leadership must contain a moral element if it is to be fully effective ... He suggests a model with which to analyze, compare, and evaluate political leaders, and then assesses the presidencies of Franklin Roosevelt, Lyndon Johnson, and Ronald Reagan according to the model's normative implications."--Jacket.

"The urgent question of our time is whether we can make change our friend and not our enemy....To renew America, we must be bold...must revitalize our democracy....Together with our friends and allies, we will work to shape change, lest it engulf us." With those inaugural words, William Jefferson Clinton began his first term as President of the United States. Now, a Pulitzer Prize-winning historian and a former White House aide provide the first penetrating, thoughtful evaluation of President Clinton's leadership. Before he was voted into office, Bill Clinton told the authors in an interview that he wanted to be a transforming leader, a president who would fashion real and lasting change in peoples' lives, in the tradition of Franklin Delano Roosevelt. But how has this president, who has sought to lead from the center with his vice president, Al Gore, and the First Lady, Hillary Rodham Clinton, measured up against his own stated goals and the aspirations and performances of other presidents since World War II? From the health care debacle and the 1994 midterm elections that swept the Republicans to a majority in both houses of Congress to the effect of scandal and impeachment on his ability to govern, *Dead Center* examines the leadership style of Bill Clinton and offers a forceful challenge to the strategy of centrism. There is no more respected presidential historian than James MacGregor Burns, author of several acclaimed books on leadership and the Pulitzer

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Prize-winning study of Franklin D. Roosevelt. Georgia J. Sorenson adds her own insights as a political scientist and presidential scholar. Their combined efforts have resulted in an incisive, informative, authoritative work and an absorbing read.

The book introduces the concept of narrative intelligence—an ability to understand and act and react agilely in the quicksilver world of interacting narratives. It shows why this is key to the central task of leadership, what its dimensions are, and how you can measure it. The book's lucid explanations, vivid examples and practical tips are essential reading for CEOs, managers, change agents, marketers, salespersons, brand managers, politicians, teachers, parents—anyone who is setting out to change the world.

An instant national bestseller! Stanley McChrystal, the retired US Army general and bestselling author of *Team of Teams*, profiles thirteen of history's great leaders, including Walt Disney, Coco Chanel, and Robert E. Lee, to show that leadership is not what you think it is—and never was. Stan McChrystal served for thirty-four years in the US Army, rising from a second lieutenant in the 82nd Airborne Division to a four-star general, in command of all American and coalition forces in Afghanistan. During those years he worked with countless leaders and pondered an ancient question: "What makes a leader great?" He came to realize that there is no simple answer. McChrystal profiles thirteen famous leaders from a wide range of eras and fields—from corporate CEOs to politicians and revolutionaries. He uses their stories to explore how leadership works in practice and to challenge the myths that complicate our thinking about this critical topic. With Plutarch's *Lives* as his model, McChrystal looks at paired sets of leaders who followed unconventional paths to success. For instance. . . . Walt Disney and Coco Chanel built empires in very different ways. Both had public personas that sharply

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contrasted with how they lived in private. · Maximilien Robespierre helped shape the French Revolution in the eighteenth century; Abu Musab al-Zarqawi led the jihadist insurgency in Iraq in the twenty-first. We can draw surprising lessons from them about motivation and persuasion. · Both Boss Tweed in nineteenth-century New York and Margaret Thatcher in twentieth-century Britain followed unlikely roads to the top of powerful institutions. · Martin Luther and his future namesake Martin Luther King Jr., both local clergymen, emerged from modest backgrounds to lead world-changing movements. Finally, McChrystal explores how his former hero, General Robert E. Lee, could seemingly do everything right in his military career and yet lead the Confederate Army to a devastating defeat in the service of an immoral cause. Leaders will help you take stock of your own leadership, whether you're part of a small team or responsible for an entire nation.

A Pulitzer Prize winner's "immensely readable" history of the United States from FDR's election to the final days of the Cold War (Publishers Weekly). The *Crosswinds of Freedom* is an articulate and incisive examination of the United States during its rise to become the world's sole superpower. Here is a young democracy transformed by the Great Depression, the Second World War, the Cold War, the rapid pace of technological change, and the distinct visions of nine presidents. Spanning fifty-six years and touching on many corners of the nation's complex cultural tapestry, Burns's work is a remarkable look at the forces that gave rise to the "American Century."

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This book serves as a guided introduction to the richly diverse perspectives on leadership throughout the ages and throughout the world. Each of the selections, introduced by the editor, presents enlightening thoughts on a different aspect of leadership. Writings by Plato, Aristotle, Lao-tzu and others demonstrate that the challenges of leadership are as old as civilization. Machiavelli, Tolstoy, Ghandi, and W.E.B. Du Bois provide a wide range of insights into the eternal practice and problems of leadership. Modern masters of leadership such as James MacGregor Burns, John Kotter, and Warren Bennis join such leading practitioners as Max De Pree and Roger B. Smith in discussing contemporary issues in leadership theory and practice.

Top academic scholars ponder the question of ethics as it pertains to all aspects of leadership in business, government, and nonprofit organizations. • Includes contributions from philosophers, management theorists, and industrial and organizational psychologists • Reveals the roles that deception and self-deception play in exercising power • Explains complex management models in easy-to-understand, accessible language • Examines leadership across a variety of industries

"With this profound and magnificent book, drawing on his deep reservoir of thought and expertise in the humanities, James MacGregor Burns takes us into

the fire's center. As a 21st-century philosopher, he brings to vivid life the incandescent personalities and ideas that embody the best in Western civilization and shows us how understanding them is essential for anyone who would seek to decipher the complex problems and potentialities of the world we will live in tomorrow." --Michael Beschloss, New York Times bestselling author of Presidential Courage: Brave Leaders and How They Changed America, 1789-1989 "James MacGregor Burns is a national treasure, and Fire and Light is the elegiac capstone to a career devoted to understanding the seminal ideas that made America - for better and for worse - what it is." --Joseph J. Ellis, Pulitzer Prize and National Book Award winning author Revolutionary Summer Pulitzer Prize-winning and bestselling historian James MacGregor Burns explores the most daring and transformational intellectual movement in history, the European and American Enlightenment In this engaging, provocative history, James MacGregor Burns brilliantly illuminates the two-hundred-year conflagration of the Enlightenment, when audacious questions and astonishing ideas tore across Europe and the New World, transforming thought, overturning governments, and inspiring visionary political experiments. Fire and Light brings to vivid life the galaxy of revolutionary leaders of thought and action who, armed with a new sense of human possibility, driven by a hunger for change, created the modern

world. Burns discovers the origins of a distinctive American Enlightenment in men like the Founding Fathers Benjamin Franklin, John Adams, Thomas Jefferson, and James Madison, and their early encounters with incendiary European ideas about liberty and equality. It was these thinker-activists who framed the United States as a grand and continuing experiment in Enlightenment principles. Today the same questions Enlightenment thinkers grappled with have taken on new urgency around the world: in the turmoil of the Arab Spring, in the former Soviet Union, and China, as well as in the United States itself. What should a nation be? What should citizens expect from their government? Who should lead and how can leadership be made both effective and accountable? What is happiness, and what can the state contribute to it? Burns's exploration of the ideals and arguments that formed the bedrock of our modern world shines a new light on these ever-important questions.

The Pulitzer Prize–winning author's stunning trilogy of American history, spanning the birth of the Constitution to the final days of the Cold War. In these three volumes, Pulitzer Prize– and National Book Award–winner James MacGregor Burns chronicles with depth and narrative panache the most significant cultural, economic, and political events of American history. In *The Vineyard of Liberty*, he combines the color and texture of early American life with

meticulous scholarship. Focusing on the tensions leading up to the Civil War, Burns brilliantly shows how Americans became divided over the meaning of Liberty. In *The Workshop of Democracy*, Burns explores more than a half-century of dramatic growth and transformation of the American landscape, through the addition of dozens of new states, the shattering tragedy of the First World War, the explosion of industry, and, in the end, the emergence of the United States as a new global power. And in *The Crosswinds of Freedom*, Burns offers an articulate and incisive examination of the US during its rise to become the world's sole superpower—through the Great Depression, the Second World War, the Cold War, and the rapid pace of technological change that gave rise to the “American Century.”

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