

***Unnatural Leadership* By David Dotlich and Peter Cairo**

Unnatural Leadership captures the dilemmas and complexities of leading in high-performing organizations. These two executive coaches - David Dotlich and Peter Cairo - draw on their broad experience in working with some of the world's top companies to offer a compelling look at how executives think about leading in the current times. They start by describing how the world has changed and how the erstwhile management practices will not be effective in the 21st century.

The book follows a clever narrative style; taking ten commonly accepted leadership traits and providing the antithesis of each trait they describe as instincts. The book is packed with true stories from the front lines. It describes the truth about being a real leader in a business environment turned upside down by e-commerce, diversity, security concerns, globalization, and matrix structures. The authors provide ample anecdotal evidence of why today's leaders should rather do the opposite of what their past experience and instincts suggest they should do.

Using a variety of tools and techniques based on their proven Action Learning workshops and Action Coaching methods, the authors reveal how to transition from the traditional natural leadership role and develop successful, effective unnatural leadership traits. They recommend simple, practical methods that effective leaders use to get things done, motivate and lead, and deal with their own weaknesses and impulses.

Each chapter contains a wealth of tips and techniques to help implement and develop the skills needed to become a new kind of leader. Dotlich and Cairo challenge conventional wisdom about leadership such as "be in control" and "hide your flaws." Instead, they identify ten "unnatural acts" that effective leaders regularly commit and are, in fact, the best response to an "irrational, chaotic, and unpredictable universe." These include: Refuse to be a prisoner of experience. Expose your vulnerabilities. Create teams that create discomfort. Trust others before they earn it. Coach and teach rather than lead and inspire.

Each chapter concludes with an exercise that helps you grasp the ideas in it. You will also discover new things about yourself and your situation from completing the exercises. These alone make 'Unnatural Leadership' a worthwhile investment.

Unnatural Leadership is a realistic and truthful road map that provides a practical manual for anyone who longs to be both authentic and effective.