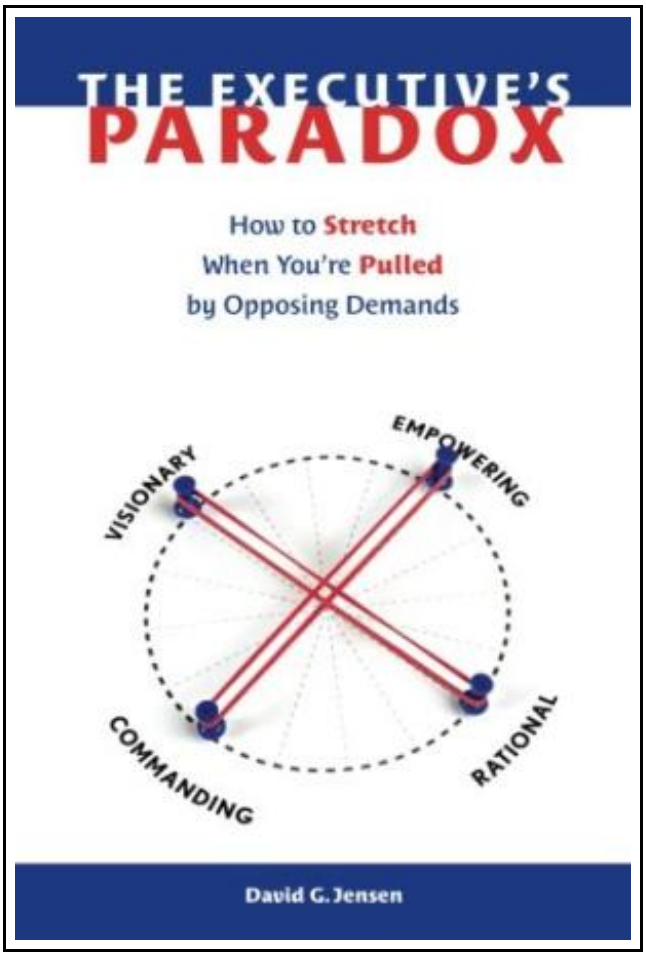
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(Seth Fritsch)

THE EXECUTIVE S PARADOX: HOW TO STRETCH WHEN YOU RE PULLED BY OPPOSING DEMANDS (PAPERBACK)

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World Business Publishing, United States, 2013. Paperback. Book Condition: New. 229 x 152 mm. Language: English . Brand New Book ***** Print on Demand *****. When I find a short seller, I want to tear his heart out and eat it before his eyes while he s still alive. That s Dick Fuld, the high-commanding former CEO of the now-defunct Lehman Brothers (founded in 1850). Before the Great Recession, Fuld s chief risk officer at Lehman Brothers issued a warning about the sense of complacency regarding risk. Two months later, the bull-in-the-china-shop Fuld gored his own risk officer. Fuld sacked her because he was unable or unwilling to address THE EXECUTIVE S PARADOX. In fact, Fuld failed to stretch when he was pulled by two distinct paradoxes - one leadership and one strategic. Instead of managing the tension between his commanding leadership style (take-charge drill sergeant) AND his empowering style (take-care servant leader), Fuld s drill sergeant always won the tug-of-war. In addition, Fuld also failed to manage a strategic paradox - the one most responsible for the Great Recession: increasing profits AND mitigating risk. --- Unfortunately, Fuld is not the great exception of what happens when leaders mismanage THE EXECUTIVE S PARADOX, he is the great example. Fuld has a lot of company. Consider. 1. Toyota, long the high-flyer in the auto industry, crashed and lost $2.5 billion more than General Motors during the Great Recession. Toyota leaders over-focused on growth instead of managing the tension between growth AND quality. 2. Boeing s innovative 787 aircraft, the Dreamliner, was more than three years late and billions of dollars over budget because executives mismanaged the stability AND change paradox. 3. High-tech guru Geoffrey Moore points out that many former technology giants, such as Digital Equipment Corporation, Silicon Graphics, and Wang,...

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