

Down the Rabbit Hole of Leadership

Manfred F. R. Kets de Vries

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Leadership Pathology in Everyday Life

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Once, I overheard someone saying that experiencing gratitude and not expressing it is like buying a present and not giving it. With this in mind, I would like to dedicate this book to two women who have been very important to me for most of my working life. The first is Sheila Loxham, my long-time personal assistant, who has been a remarkable support to me over the years. I have always greatly appreciated her ability to reframe difficult situations in a very positive way. In that respect, she often plays the role of the counselor's counselor. The second person to whom I would like to express my gratitude (and with whom I have also worked for a very long time) is Elizabeth Florent-Treacy, senior lecturer at INSEAD, whose intellectual curiosity and creativity have always been a tremendous source of support to me.

The Palgrave Kets de Vries Library

Manfred F. R. Kets de Vries, Distinguished Professor of Leadership and Development and Organizational Change at INSEAD, is one of the world's leading thinkers on leadership, coaching, and the application of clinical psychology to individual and organizational change. Palgrave's professional business list operates at the interface between academic rigor and real-world implementation. Professor Kets de Vries's work exemplifies that perfect combination of intellectual depth and practical application and Palgrave is proud to bring almost a decade's worth of work together in the Palgrave Kets de Vries Library.

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Down the Rabbit Hole of Leadership

¹Edited by Manfred F. R. Kets de Vries, Laura Guillén, Konstantin Korotov, Elizabeth Florent-Treacy.

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About the Author

Manfred F. R. Kets de Vries brings a different view to the much-studied subjects of leadership and the psychodynamics of individual and organizational change. Bringing to bear his knowledge and experience of economics (Econ. Drs., University of Amsterdam), management (ITP, MBA, and DBA, Harvard Business School), and psychoanalysis (Membership Canadian Psychoanalytic Society, Paris Psychoanalytic Society, and the International Psychoanalytic Association), Kets de Vries explores the interface between management theory, psychoanalysis, psychotherapy, executive coaching, and evolutionary psychology. His specific areas of interest are leadership (the bright and dark side), career dynamics, talent management, entrepreneurship, family business, cross-cultural management, succession planning, stress, C-suite team-building, executive coaching, change management, organizational design, management consulting, and organizational development.

The Distinguished Clinical Professor of Leadership Development and Organizational Change at INSEAD, Kets de Vries was the founding director of INSEAD's Global Leadership Centre. In addition, he is Programme Director of INSEAD's top management programme, *The Challenge of Leadership: Creating Reflective Leaders*, and the founder of the Executive Master Programme Consulting and Coaching for Change (and has received INSEAD's distinguished teacher award six times). He has also held professorships at McGill University, the École des Hautes Études Commerciales, Montreal, the European School for Management and Technology (ESMT), Berlin, and the Harvard Business School, and he has lectured at management institutions around the

world. *The Financial Times*, *Le Capital*, *Wirtschaftswoche*, and *The Economist* have rated Manfred Kets de Vries among the world's leading management thinkers and among the most influential contributors to human resource management.

Kets de Vries is the author, co-author, or editor of 49 books, including *The Neurotic Organization*; *Leaders, Fools and Impostors*; *Life and Death in the Executive Fast Lane*; *The Leadership Mystique*; *The Happiness Equation*; *Are Leaders Born or Are They Made?: The Case of Alexander the Great*; *The New Russian Business Elite*; *Leadership by Terror*; *The Global Executive Leadership Inventory*; *The Leader on the Couch*; *Coach and Couch*; *Tricky Coaching*; *The Family Business on the Couch*; *Sex, Money, Happiness, and Death: The Quest for Authenticity*; *Reflections on Character and Leadership*; *Reflections on Leadership and Career Development*; *Reflections on Groups and Organizations*; *The Coaching Kaleidoscope*; *The Hedgehog Effect: The Secrets of Building High-Performance Teams*; *Mindful Leadership Coaching: Journeys into the Interior*; *You Will Meet a Tall Dark Stranger: Executive Coaching Challenges*; *Telling Fairy Tales in the Boardroom: How to Make Sure Your Organization Lives Happily Ever After*; and *Riding the Leadership Roller Coaster: An Observer's Guide*.

In addition, Kets de Vries has published more than 400 academic papers as chapters in books and as articles. He has also written approximately 100 case studies, including seven that received the Best Case of the Year award. He is a regular contributor to a number of magazines. His work has been featured in such publications as *The New York Times*, *The Wall Street Journal*, the *Los Angeles Times*, *Fortune*, *Businessweek*, *The Economist*, the *Financial Times*, and the *Harvard Business Review*. His books and articles have been translated into 31 languages. He writes regular blogs for *INSEAD Knowledge*, the *Harvard Business Review*, and *Het Financieele Dagblad*. He is a member of 17 editorial boards and has been elected a Fellow of the Academy of Management. He is a founding member of the International Society for the Psychoanalytic Study of Organizations (ISPSO), which has honored him as a lifetime member. Kets de Vries is also the first non-American recipient of the International Leadership Association Lifetime Achievement Award for his contributions to leadership research and development (he is considered one of the world's founding professionals in the development of leadership as a field and discipline). In addition, he received a Lifetime Achievement Award from Germany for his advancement of executive education. The American Psychological Association has honored him with the Harry and Miriam Levinson Award for his contributions to Organizational Consultation. He is the recipient of the Freud Memorial Award

for his work to further the interface between management and psychoanalysis and has received the Vision of Excellence Award from the Harvard Institute of Coaching. Kets de Vries is also the first beneficiary of the INSEAD Dominique Héau Award for Inspiring Educational Excellence and the recipient of two honorary doctorates.

Kets de Vries works as a consultant on organizational design/transformation and strategic human resource management for leading US, Canadian, European, African, and Asian companies. As a global consultant in executive leadership development his clients have included ABB, ABN-AMRO, Aegon, Air Liquide, Alcan, Alcatel, Accenture, ATIC, Bain Consulting, Bang & Olufsen, Bonnier, BP, Cairn, Deutsche Bank, DMGT, Ericsson, GE Capital, Goldman Sachs, Heineken, Hudson, HypoVereinsbank, Investec, KPMG, Lego, Liberty Life, Lufthansa, Lundbeck, McKinsey, National Australian Bank, Nokia, Novartis, Novo Nordisk, Origin, SABMiller, Shell, SHV, Spencer Stuart, Standard Bank of South Africa, Unilever and Volvo Car Corporation. As an educator and consultant he has worked in more than 40 countries. In his role as a consultant, he is also the chair of the Kets de Vries Institute (KDVI), a boutique leadership development consulting organization.

The Dutch government has made Manfred Kets de Vries an Officer in the Order of Oranje Nassau. He was the first fly fisherman in Outer Mongolia and is a member of New York's Explorers Club. In his spare time he can be found in the rainforests or savannas of Central and Southern Africa, the Siberian taiga, the Ussuri krai, Kamchatka, the Pamir and Altai Mountains, Arnhemland, or within the Arctic Circle.