



Management/Mismanagement Styles

Ichak Kalderon Adizes Ph.D.

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This is the second in a series of three books. The first is titled *The Ideal Executive: Why You Cannot Be One and What to Do About It*. The third is *Leading the Leaders: How to Enrich Your Style of Management and Handle People Whose Style is Different From Yours*. Each book in this series can be read independently, but all together they provide a methodology on how to lead organizations as a team.

The capabilities that textbooks and trade journals demand from a leader do not and cannot exist in any single individual because the task of leading an organization is far too complicated for any one individual to perform well. These books and journals describe what a leader should be because that is what the organization needs. They ignore, however, that being human, people have strengths and weaknesses. No one is perfect. *Management / Mismanagement Styles* analyzes why the ideal executive or leader cannot exist and thus does not exist. Attempts to train and develop the ideal leader, by definition, cannot produce expected results.

This book helps managers identify the style of real people, not imaginary templates, and provides tools to build a team of people with complementary strengths and weaknesses, based on their different management styles.

This book provides a methodology to classify styles identify their strengths and weaknesses, and predict how each style will make decisions, staff, motivate, and communicate; in a word, manage.

Management / Mismanagement Styles is based on Dr. Adizes 30 years of consulting experience worldwide, from start-ups to Fortune 100 companies. Dr. Adizes has also used the methodology described in this book in working with prime ministers, presidents and cabinets of governments around the world. His previous books have been translated into 26 languages and are best sellers in several countries.

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