



Fierce Leadership: A Bold Alternative to the Worst "Best" Practices of Business Today

Susan Scott

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From the author of the acclaimed book Fierce Conversations comes the antidote to some of the most wrongheaded practices of business today.

- “Provide anonymous feedback.”
- “Hire smart people.”
- “Hold people accountable.”

These are all sound, business practices, right? Not so fast, says leadership visionary and bestselling author Susan Scott. In fact, these mantras — despite being long-accepted and adopted by business leaders everywhere — are completely wrongheaded. Worse, they are costing companies billions of dollars, driving away valuable employees and profitable customers, limiting performance, and stalling careers. Yet they are so deeply ingrained in organizational cultures that no one has questioned them. Until now.

In *Fierce Leadership*, Scott teaches us how to spot the worst “best” practices in our organizations using a technique she calls “squid eye”—the ability to see the “tells” or signs that we have fallen prey to disastrous behaviors by knowing what to look for. Only then, she says, can we apply the antidote..

Informed by over a decade of conversations with Fortune 500 executives, this book *is* that antidote. With fierce new approaches to everything from employee feedback to corporate diversity to customer relations, Scott offers fresh and surprising alternatives to six of the so-called “best” practices permeating today’s businesses. This refreshingly candid book is a must-read for any manager or leader at any level who is ready to take a long hard look at what trouble might be lurking in their organization - and do something about it.

Fierce Leadership: A Bold Alternative to the Worst "Best" Practices of Business Today Details

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From Reader Review Fierce Leadership: A Bold Alternative to the Worst "Best" Practices of Business Today for online ebook

Erica Bentley says

I recommended Susan's first book, Fierce Conversations, to all people who have conversations... ever. I recommend this book to all people who lead or are led by others. Her insights into relationships and practices in a workplace are raw, real, and very insightful. I learned so much about myself and I hope I will use it to become a better leader and someone who is led better by others. Five stars indeed!

Barbara says

Another advice book that is short on evidence but full of anecdotes and vigorous assertion. Some of the advice seems sound: relationships are the most important thing in business and in life, and strong conversations and timely feedback are the key to strong relationships. It is difficult to like the author, though. She advises an aggressive approach that will surround you with similarly confident, aggressive people. Discretion, kindness, reserve and introversion are all equated with dishonesty and cowardice. Read it for the parts that make you take stock, but take it with a pinch of salt.

Gathua Muigai says

I always say honest conversations are refreshing. Susan Scott gives her thoughts on how more honest conversations need to pervade our work environments especially in relation to outcomes. She has another book called Fierce Conversations. Look for it as well.

thewestchestarian says

Come on, join our drum circle! With the exception of war, business represents the area of human civilization most concerned with the simple self-serving interpersonal competition for scarce resources. Be skeptical of books, even with the aggressive adverb *"Fierce"* in the title, that teach something other than this simple precept. While you engage in one of Scott's *"fierce"* conversations - apparently meaning heart-to-heart, soul-bearing exchanges - the minions of the (with due respect) cold-blooded Steve Jobs are eating your lunch. Scott's admonition to eschew guided and guarded conversations with colleagues in favor of laying out exactly what you are thinking may be particularly bad advice when it comes to that young, fit, college intern who works for you. Apparently, the art of conversation separates great leaders from bumbling supervisors rather than, as commonly but erroneously thought, skills, opportunism, risk-taking and business acumen. Scott seems like one of those consultants who puts high value on conversations because they lack actual skills.

Beyond the counter-productive counsel, the book equally violates author:George Carlin[22782]'s call for simple, clear language and an avoidance of soft, squishy terms. *"Fierce"* in the title truthfully refers to the opposite - an open-hearted and collaborative leadership style. But this is only the leading edge of a host of

artful terms in a book where business conversations - most of which out of sheer mathematics deal with negative topics (e.g., mediocre performance appraisals, declined offers, hostile counter-proposals, employment terminations, etc.) - are apparently often "*sweet, but not saccharin sweet but honest sweet...*". Like many business consulting books the writing style is all framework, numbered lists and snarky anecdotes with no actual meat content - maybe a sub-genre called "*vegetarian business books*" should be created among the management racks.

In short, get one of those audio summaries of the key points of this book and you'll save yourself a bunch of time you can dedicate to plotting against your competitors.

Caroline Gordon says

I have to stop giving so many books 5 stars, but I have to say I really loved this. Any leader at any level would enjoy and benefit from Susan's insights. Deep emotional connection is not something usually talked about in management and leadership. Radical transparency gets some airing but Susan puts it all together in how to be an inspirational, highly successful leader. Read it!

Deirdre says

The may be the best book on leadership I have ever read. I own the Kindle copy and actually bought a paperback so I could mark it up and write in the margins.

Chris Bates says

Inspiring and insightful guide for self-reflection

Filled with potent moments to guide self-reflection. Helpful as I am taking steps to becoming a leader though not just voluntarily anymore.

Sarahanneme says

four and a half

I listened to this audio, the author narrates it herself. She is witty and sarcastic and also barebones authentic at turns. she is a person who is touting the virtues of being real, and i think that if you love brene brown and the idea of presenting our authentic selves no matter in what context, you may appreciate the actual structures of this text. it's sort of a How To be Real--tho a bit more about business, entirely applicable across life. The preparation and actions that Scott has put together can assist folks in making it real, and really loving it.

Diane Ward says

Having unpleasant conversations is part of life and this book helps provide guidance on how to have them in the best way possible.

Megan says

While the lessons in this book are valid based on my 30 years of experience in corporate roles and holds up well despite being 8 years old, the delivery was plainly annoying. I read a review just now that described it as "ranty, and judgemental" - good description. I persisted with the book because it is the compulsory pre-read for a leadership program I'm about to attend. The 2 stars is because the premise is sound. If it wasn't I would've awarded 1 star for the gumption to get the book published. This is sad because I suspect that Ms Scott would be a well-regarded consultant to leadership teams.

Ms Scott uses the 'cover' of radical transparency to lecture the reader. She, by her tone, assumes that the reader is under-educated and needing counselling. And, when I thought it couldn't get worse, she picks out for particular derision certain causes which she doesn't like. Two examples spring to mind: she picked on a New Zealand academic for using complicated language in a paper "she probably won't like what I have to say, too bad". That's very brave to pick on someone 12,000km away. Then of all the corporate issues in the world she used women 'acting as victims' when they feel they can't get ahead in the corporate world as an example of people not taking accountability for themselves. It is a valid discussion to have but I felt was disproportionately addressed against the myriad of corporate ills. Radical transparency is important but not as a cover to pull down those who cannot, in the moment, respond to the criticism.

I found I was checking in on the main headlines (valid) and skim reading the verbiage and examples (annoying) slowing down occasionally to see if the writing improved. I am so over books which purport to provide advice but are lacking in scientifically derived research and based on personal opinions. Personal opinion is fine, but not packaged as advice.

Anil Bhat says

Particularly liked the conversational way of writing. Another one of those books that makes you think unconventionally, and gets you thinking. Has some practical ideas that every leader can implement.

Derek Neighbors says

Best business book I have read all year. This is so pertinent to the pivot we are making with Integrum and how Gangplank operates. Fierce leaders understand that its about people and the relationships and connections you have with them.

Mara Vernon says

While I absolutely loved *Fierce Conversations*, I struggled with *Fierce Leadership*. It felt a bit 'ranty' and 'judgmental' a lot of the time which turned me off from the content. The book feels more like an addendum to *Fierce Conversations* than a stand alone, and there are tangible practices to like and implement.

Greg says

Fierce Leadership seems to me to be, in large part, more about personal development and living a life consistent with your own most strongly-held values, than about leadership *per se*. It covers such topics as time management, the value of quitting, making and pursuing a life list, thinking backwards as a planning tool, gathering experiences rather than possessions, and so forth. There is little that I have not seen before from other writers, many of whom are more incisive and inspiring.

Fierce Leadership is far from the best book on leadership that I have read, but especially for someone just becoming interested in such things, it would be a decent investment of time. Though I have not yet read her book *Fierce Conversations*, which predates *Fierce Leadership*, I have the impression that much of what is found in *Fierce Leadership* is a review or extension of ideas and recommendations found in her first book. Thus, it might be better to read *Fierce Conversations* first, and then simply skim or spot read *Fierce Leadership*.

William Blair says

"No, trust me. This one is really good." That's how I got roped into reading this rah-rah book on, as best I can tell, honesty in management and corporate leadership. Out of 300 pages, there's maybe 6, possibly 10, pages with something worthwhile to read; most of that is when the author is quoting someone else. There's nothing wrong with the book. It's all about being a better manager or leader. But unless you have an IQ of, oh, say, 90, you don't need this book to tell you anything that if you don't already know you'll never understand, anyway. Some of the "instructive" stories are interesting -- albeit pathetic -- to read, if you're into objective proof of the stupidity of management in general.

Don't waste your time. There's nothing here. Move on along.
