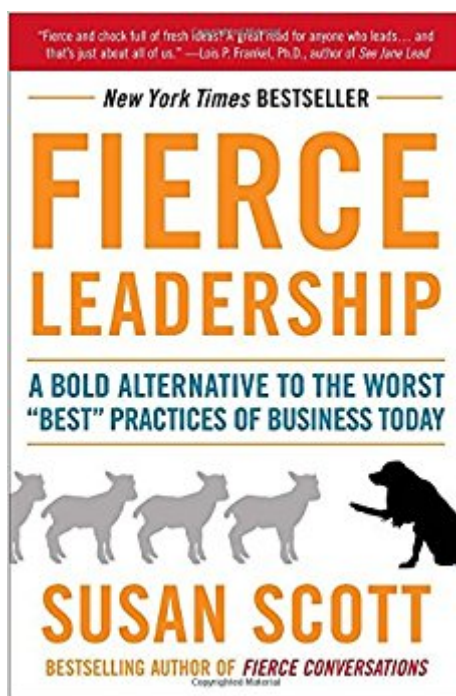


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# Fierce Leadership: A Bold Alternative To The Worst "Best" Practices Of Business Today



## Synopsis

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.

## Book Information

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## Customer Reviews

A Q&A with Susan Scott   Question: The title of your book is Fierce Leadership. Can you tell us what you mean by "fierce"?

"Susan's new book has serious style, in its best sense, and is a must-read for anyone even remotely thinking about influencing situations and organizations. It's a jammed-packed compilation of truths and approaches for grounding all those "business how-to's" in real substance that makes them work. Marrying how you are with who you are is ultimately the winning formula, and Fierce Leadership makes that accessible and exciting in its practical suggestions for implementing the powerful principles of making positive change. This is on my very short list of books to digest and assimilate. " - David Allen, author of Getting Things Done and Making it all Work

"Fierce and chock full of fresh ideas! A great read for anyone who leads and that's just about all of us." -Lois P. Frankel, Ph.D., author of See Jane Lead

"Susan Scott answers one of the most compelling questions in business today: "why are healthy companies so sick". For executives leading their organizations through a global economic crisis of this magnitude, Fierce Leadership provides a critical new roadmap.

-Cos La Porta, senior vice president, International Operations, Starbucks

"Scott's unique combination of business expertise and bold imagination will re-energize leaders, employees, and managers alike."

- Professor Stewart D. Friedman, Wharton School, University of Pennsylvania, and author of Total Leadership

"You can start using these ideas tomorrow. Hell, you can start using them today. Susan Scott shows why the received wisdom is wrong, and how we can get it right."

-Doug Stone, co-author of the international best-seller Difficult Conversations and Lecturer at Harvard Law School

"Susan Scott cuts through a lot of jargon and commonly accepted ideas and offers up specific, actionable steps to achieve better results. Pick one or two and get started today." -Bill Ayer, President and CEO, Alaska Air Group

"Fierce Leadership has distilled valuable real life experiences and provides a clear roadmap for leaders, managers, employees, or any group of people working together to make positive change."

-Geri D. Palast, Former U.S. Assistant Secretary of Labor and Executive Director, Campaign For Fiscal Equity

"Susan Scott nails it again with Fierce Leadership. Her powerful imagery and gift for stylish communication lend her message a stickiness and freshness that makes it impossible to forget. As an author, communicator, and leader Susan is peerless. Once again I'm wowed!!!" -Mark Willis, CEO, Keller Williams

"Fierce Leadership is a refreshingly honest and candid book. The author takes a critical look at how our careers and businesses have been held back by

so-called "best practices," then gives actionable suggestions for revitalizing work and accelerating your success. Read this book for new ideas and to inspire a proactive transition strategy.

• Michael D. Watkins, bestselling author of *The First 90 Days: Critical Success Strategies for New Leaders at All Levels* "Of all the worst, best practices in *Fierce Leadership*, "customer-centricity" provoked the most thought. I truly believe that when the dust settles after this recession, the companies left standing will be those who know how to connect with their customers human being to human being. If this economic downturn has a silver lining it may be, as Susan suggests, that we will learn to ask, "how are you?" and be willing to wait for the real answer."

• Jackie P. Bayer, Director, Organizational Development, America's People Team Ernst & Young, LLP "Fierce Leadership is the next best thing to having a word-class management guru like Susan Scott on your board or as your personal adviser.

• Steve Farber, Wall Street Journal bestselling author of *Greater Than Yourself: The Ultimate Lesson of True Leadership and The Radical Leap* "Looking for a take on leadership that will stretch your perspective and your comfort zone? If that's what you need (and what leader doesn't?), then *Fierce Leadership* is for you. In her trademark style of "tough love" coaching and advice, Susan Scott shoots straight to provide the tips and insights you really need to take your team and yourself to new heights.

• Scott Eblin, author, *The Next Level: What Insiders Know About Executive Success* "Wow! I wish I'd had Susan Scott's candid and refreshing advice earlier in my career as an executive. You'll never think about management, performance, or professional relationships in the same way again.

• Timothy Keiningham, EVP/Global Chief Strategy Officer at IPSOS Loyalty and author of *Why Loyalty Matters* "Many of these best practices are anything but. Having applied the principles of *Fierce Conversations* to our organization, I can truly recommend "Fierce" as a best practice, fundamental to all leadership. *Fierce Leadership* expands these principles by debunking traditional, but misguided notions. After reading the chapter on accountability, I am amazed at the amount of time I spend in "victim" mode. Scott strips bare the self-serving excuses for accepting external influences and the behavior of others as an escape from the pain of not getting the results we desire. For any leader who wants to learn how to move beyond holding people "accountable to the rich and rewarding behavior of holding people "able," this book is a must read.

• David R. Nielsen, MD, Executive Vice President and CEO American Academy of Otolaryngology-Head and Neck Surgery "Fierce Leadership is not for those who want to become shadows in the crowd; it is for those who are willing to tackle the biggest challenges

in their lives, toss out the “old” corporate way of thinking, and execute at a higher level of integrity, both personally and professionally.

-Faith Green, Co-Founder of ARC - A Resource Community for Women

“Susan Scott is clearly one of the sages of the ages! This is a book to move the head and the heart. And it can make a huge difference in the success of your business. She fiercely cuts through the slogans and fads that pass for best practices in business today and shows us what it really takes to get where we need to go. This is authentic, original, and powerful -- as only Susan can provide!”

-Tom Morris, author of *If Aristotle Ran General Motors* and *If Harry Potter Ran General Electric*

“I had to laugh when I read Susan’s words.....what you and I are talking about is so fundamental that if I wrote another book, it would have to be titled *The Complete Guide to the Fricking Obvious*. And yet reading *Fierce Leadership* has instilled in me a new energy! It gives language and support to what has been for me simply an instinct as it relates to leadership, and encourages me to come out from behind myself and put authenticity and the capacity to connect at the heart of the culture, the way we do things around here, in our District.....well, in ALL my relationships. It gives me the courage to make it an absolute reality and not just an idea vaguely emerging.”

-Elaine C. Cash, Superintendent, Riverdale Joint Unified School District

“I laughed out loud at Scott’s memo to leaders. Humor and the enjoyment of reading for reading’s sake in a business book|what a concept. I think I’m seeing a new workshop.”

Mardig Sheridan *Beyond Boundaries Learning*

“I loved the book---wrote all over it and used my highlighter and made lot and lots of footnotes. My staff is already hearing all about it.”

-Juan Gonzalez, VP Student Affairs, University of Texas, Austin

From the Hardcover edition.

Rare are the times where you come across a book sequel that’s better or at least just as good as the first book. Unfortunately, *Fierce Leadership* does not fall into the “Rare” category. It acts as more like an addendum or a *Fierce Conversations* 1.5 or FC remixed than anything fresh. And that’s personally a let-down for me after shelling out another \$20 to get this book. One more “irk” I have is when she criticizes companies for their useless jargon and acronyms, but in return, she’s basically doing the same thing, but with her own *Fierce* vocabulary. With that said, there’s a lot to like in this book. Scott’s writing style is conversational, humorous, and direct. It’s the fastest 300 pages I’ve ever read...but reading is not the main point of this book. It’s living out the principles she lays out. I realize it’s 2014 and this book was written at least 5 years ago... So a lot of these principles in today’s organizations are probably being lived out. If not, then they should be. These must be a

given in any organization hoping to thrive in the 21st century. My guess is that a Boomer in a Boomer-run organization would best benefit from reading a book like this. A Gen-X & Y organization is built on a lot of these values and practices. Regardless, it's a fast read and gets you thinking about your influence no matter what position you hold. However, make sure you read "Fierce Conversations" first.

I chose this book because of the title and interesting chapter titles. Susan Scott introduces the reader to the "Squid Eye." Many institutions and businesses substitute capturing the schematics for success to apply, rather than looking closely to who they are and what is best to do in order to move forward. Best practices are often stolen ideas that work in other venues. Rather than dealing with the obvious, leaders plagiarize instead of working through a process of self-examination. Susan Scott gets the readers' attention and offers solid solutions to long-term success using the strengths of the organization.

Bold and brazen - THIS is exactly what corporate America needs! YAY Susan Scott!!

Awesome book

Excellent follow up to Fierce Conversations. Only negative is the political comments made by Scott throughout the book. All points could have been understood without her left leaning comments.

A different approach to leadership. The book really makes you think and challenge your leadership style.

The book is chock full of great ideas for leaders to use to increase their effectiveness

Loved this book! We've been using this book in our study group and we all loved it. Every leader should read it. Be fierce, be authentic, be honest.

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