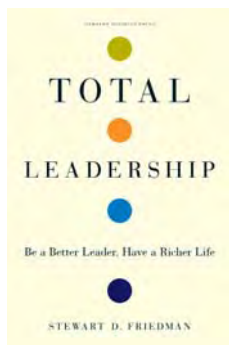


Review: Total Leadership



Author Stewart Friedman is a professor at the University of Pennsylvania's Wharton School of Business, an institution with a global reputation

for churning out some of the best, hard-charging business leaders on the planet. Given this knowledge, you might surmise that his new book, with the powerful title *Total Leadership* (Harvard Business School Press, June 2008), is about how to become a corporate king in the style of Donald Trump or Peter Lynch (two of the more famous Wharton alumni).

But if you guessed that, you'd be wrong. The subtitle of Friedman's book is the giveaway that one shouldn't judge a book by its first title: *Be a Better Leader, Have a Richer Life*.

Friedman sets the tone in the opening pages of the book with a personal story about a moment that changed his career from hard-charging tenure-track-motivated business professor to someone who wanted to bring his "whole" person to work with him. He soon realized that understanding the linkages between his work and the rest of his life wasn't just a temporary fixation, it was his calling.

Without specifically calling it out, Friedman creates a simple and powerful "three-legged stool" structure in his book that would serve as a great road map for any leader or aspiring leader. The three legs are: authenticity, integrity and creativity.

The first section of the book about authenticity guides the reader through anecdotes and exercises to help clarify what's most important to him/her, including core values. Through a simple exercise, Friedman challenges the reader to put his/her life into the context of four interlocking circles: home, self, work and community.

Next, a section about integrity has the reader thinking about all of the stakeholders in their lives — at work, at home and everywhere in between. What are the expectations of the people in the various aspects of the reader's life, and what are his/her expectations of them?

The final section of the book is about innovation and creativity. Innovation is easily one of the most talked about topics in business today, but Friedman encourages the reader to take the notion of innovation through experimentation beyond the work role to the other aspects of one's life: home, self and community. His exercises will coach the reader through "small wins" via creativity on the way to bigger wins and the always-tricky area of change management.

I wasn't far into the book before it occurred to me that Friedman was using the word "total" in the title of *Total Leadership* to refer to the notion of being complete and rounded. In that sense, the concept of "total leadership" in this book isn't far from the WorldatWork view of total rewards. Any *workspan* reader knows that total rewards is an integrated and holistic systems view regarding employee rewards. Similarly, Friedman's view of total leadership is about an integrated and holistic systems view of the human leader. It's that simple, and that powerful.

Friedman's book will be a valuable resource to anyone interested in initiating a self-dialogue about professional and personal values and, indeed, to anyone interested in becoming a better leader. WS

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