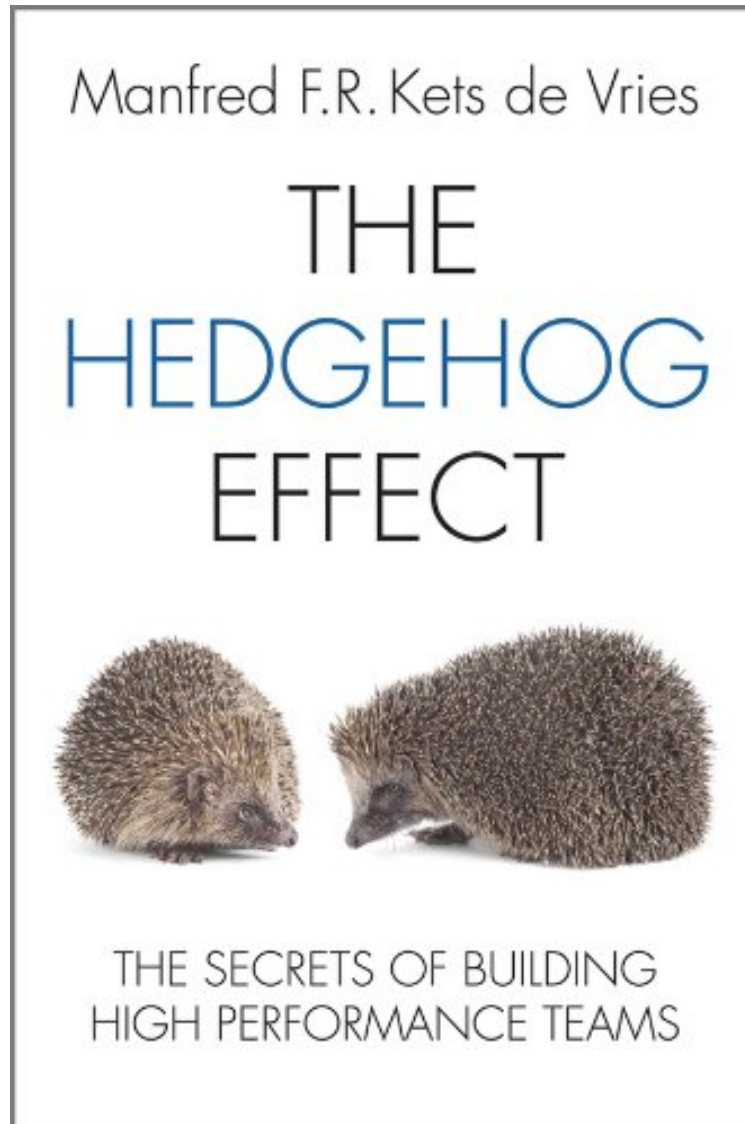


The Hedgehog Effect: The Secrets of Building High Performance Teams

Manfred F. R. Kets de Vries

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Manfred F. R. Kets de Vries : The Hedgehog Effect: The Secrets of Building High Performance Teams before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Hedgehog Effect: The Secrets of Building High Performance Teams:

7 of 7 people found the following review helpful. There are Better Books than this By Louis De Bear I am a serial entrepreneur, a University lecturer in both Russia and the USA and an international business and peak performance consultant. As such I am used to reading a plethora of business, motivational, peak performance, coaching, team

building psychology type of books. In fact I have enough books at home, on these subjects, to sink several ships. So my comments on this poor book are based upon real and theoretical business experience. This book looks at the psychology of team building and the techniques you can use to develop better team fundamentals. The author examines three main topics, 1. An introduction to the life of groups and teams, 2. A psycho-dynamic perspective on individuals and groups, 3. Creating authentic organizations. From these three title headings I assumed I would be reading a book that had something new to say, a gem of an idea that I could use as a peak performance/business consultant when I lecture and develop courses on leadership and team building. I have to say that this book offered very little that was new or different enough from other books, to warrant buying or reading it. Simply put, I have read far better books on team building than this treatise. It is not an easy read and in some areas will bore you to death in the way he describes his ideas. I like reading a team building book and feeling motivated by actually reading it. I agree with some other reviewers who said they were so bored they speed read it looking for the nuggets, or that "between a burger bar selling McDonalds and Burger King you need something unique" ...and this book fails to deliver anything unique or in reality valuable to a reader who has read the best books on team building. For me there are no earth shattering "secrets", as the book title suggests to warrant buying or reading the book. If you are looking for better books than this, in the area of team building I can recommend, Polar Bear Pirates and Their Quest to Engage the Sleepwalkers: Motivate Everyday People to Deliver Extraordinary Results, which is a great easy to read book. I also recommend Drop the Pink Elephant, How to say what you mean and mean what you say, or the classic book in this area such as Mastering Leadership by Mike Williams. For me this is a very poor book, that is boring to read and has a minimal information pay-off, for reading the text and content. There are no real "secrets" imparted by the author and quite frankly I would not bother buying nor reading it again. The only thing worth noting from this book are the stories/fables that explain a message, which could be used in my role as a business consultant teaching leadership and team building. My advice buy the other books I have mentioned and do not waste your time reading this poor book. Not recommended. 2 of 3 people found the following review helpful. Quite a lot of useful information. By The Emperor I learned quite a lot from this book. It is written by a Business School academic but it was pretty easy to read and quite a lot of the information was quite practical. The book takes a fairly academic approach and there are plenty of references. It is quite detailed which I thought was a good thing. It didn't just tell you things that you already know and much of the advice was quite straightforward and achievable. Though like many similar books it did make everything seem to be easier than it actually is. For such an expensive book it has a very poor layout and gives the impression that it has been rather shoddily produced.

In *The Hedgehog Effect*, Manfred Kets de Vries presents the case for leadership group coaching as an experiential training ground for learning to function as a high performance team. His group coaching model, incorporating living case studies, has been developed over more than 20 years of delivering programs to top-level executives and sets the standard in the field of leadership group coaching. Written for coaches, consultants, leadership development directors, and anyone working in or with teams, *The Hedgehog Effect* begins with an in-depth analysis of what teams and groups are all about. The intricacies of leadership coaching are illustrated with an elaborate example of a team coaching intervention. In Part Two, the author applies a psychodynamic lens to the dynamics of teams and groups, taking a close look at relationship patterns, how groups evolve, and the phenomenon of the group-as-a-whole. Part Three takes a more systemic perspective, addressing the challenges that change processes pose for people in organizations, and how to create best places to work. Kets de Vries supports the whole with the story of an organizational change initiative accomplished through group coaching.

'A really compelling introduction to anyone wishing to know more about group psychodynamics. It is also a thought-provoking and practical oeuvre'. (HR Zone, January 2012) 'A useful guide to unconscious factors in group leadership coaching.' (People Management, February 2012) '...impressive and wide-ranging book' (People Management, April 2012) From the Inside Flap The fate of Schopenhauer's hedgehogs in the modern organization Why do so many teams fail to live up to their promise? Because of the obstinate belief that human beings are rational entities. And because team designers fail to take into account the subtle, unconscious dynamics that influence human behavior. Coaches, consultants, and executives working with groups and teams are often alerted to the elephants in the room; but what about the hedgehogs? The great German philosopher Arthur Schopenhauer drew an analogy between humans' and hedgehogs' discomfort with social proximity. In cold weather, hedgehogs cluster together for warmth but soon find that their spines hurt each other. Yet when they withdraw, they very quickly get cold again. Eventually, after a lot of shuffling, they find the optimum distance for warmth and comfort. For human hedgehogs, this conundrum; our simultaneous need for closeness and distance; is a fundamental reason why people often find it so difficult to work successfully in groups and teams. However, the ability to work well in teams is essential in modern organizations and the price tag of dysfunctional teams can be staggering. In *The Hedgehog Effect*, Manfred Kets de Vries presents the case for leadership group coaching as an experiential training ground for learning to function as a high performance team. His group coaching model, incorporating living case studies, has been developed

over more than 20 years of delivering programs to top-level executives and sets the standard in the field of leadership group coaching. Written for coaches, consultants, leadership development directors, and anyone working in or with teams, *The Hedgehog Effect* begins with an in-depth analysis of what teams and groups are all about. The intricacies of leadership coaching are illustrated with an elaborate example of a team coaching intervention. In Part Two, the author applies a psychodynamic lens to the dynamics of teams and groups, taking a close look at relationship patterns, how groups evolve, and the phenomenon of the group-as-a-whole. Part Three takes a more systemic perspective, addressing the challenges that change processes pose for people in organizations, and how to create best places to work. Kets de Vries supports the whole with the story of an organizational change initiative accomplished through group coaching.

"Yet another classic from Manfred Kets de Vries. Erudite, entertaining, witty, and nevertheless immensely practical and practicable. This time it is the elusive field of team coaching and coaching cultures that gets a timely core text, which I am confident generations of practitioners will use." — Erik de Haan, Director, Ashridge Centre for Coaching

Manfred F. R. Kets de Vries brings a different view to the much-studied subjects of leadership and the dynamics 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 (Canadian Psychoanalytic Society and the International Psychoanalytic Association), Kets de Vries scrutinizes the interface between international management, psychoanalysis, psychotherapy, and dynamic psychiatry. His specific areas of interest are leadership, career dynamics, team building, coaching, executive stress, entrepreneurship, family business, succession planning, cross-cultural management, and the dynamics of corporate transformation and change.

A clinical professor of leadership development, he holds the Raoul de Vitry d'Avaucourt Chair of Leadership Development at INSEAD, France, Singapore, and Abu Dhabi. He is the founder of INSEAD's Global Leadership Center. In addition, he is program director of INSEAD's top management program, *The Challenge of Leadership: Creating Reflective Leaders* (and has five times received INSEAD's distinguished teacher award). He is also the Distinguished Visiting Professor of Leadership Development Research at the European School of Management and Technology (ESMT) in Berlin. He has held professorships at McGill University, the Ecole des Hautes Etudes Commerciales, Montreal, 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 one of world's leading leadership theoreticians. Kets de Vries is listed among the world's top 50 leading management thinkers and among the most influential contributors to human resource management. He has been the recipient the Harry and Miriam Levinson Award from the American Psychological Association and the Freud Memorial Award from the Dutch Psychoanalytic Institute. He has also been given the Lifetime Achievement Award of the International Leadership Association, in recognition of his role as one of the world's founding professionals in the development of leadership as a field and discipline. Presently, Kets de Vries is seen as the leading figure in the clinical study of organizational leadership.

Kets de Vries is the author, co-author, or editor of more than 35 books, including *Unstable at the Top*; *The Neurotic Organization*; *Organizational Paradoxes*; *Leaders, Fools, and Impostors*; *Life and Death in the Executive Fast Lane*; *The Leadership Mystique*; *The Happiness Equation*; *Lessons on Leadership by Terror*; *The New Global Leaders*; *The Leader on the Couch*; *Coach and Couch*; *Family Business: Human Dilemmas in the Family Firm*; *Sex, Money, Happiness, and Death*; *Reflections on Character and Leadership*; *Reflections on Leadership and Career Development*; *Reflections on Groups and Organizations*; and *The Coaching Kaleidoscope*. Further titles are in preparation. His books and articles have been translated into 31 languages.

From the Back Cover "Manfred Kets de Vries has written a very generous book. Anyone interested in improving organizational performance through strengthening management teams will find both rich theoretical foundations and multiple practical tools to guide executive choices. Moreover, the author invites the reader to learn the intricacies of group leadership coaching — a successful methodology he developed at INSEAD. Unlike other coaching books, this one offers a detailed guide to group coaching and a plethora of real-life examples. The book is a great resource for managers, HR professionals, and executive coaches." — Professor Konstantin Korotov, Director of the Center for Leadership Development Research, ESMT, Berlin