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In this issue:

- **Boost...**
your personal effectiveness by learning the seven leadership principles that bring better results than following conventional wisdom.
- **Improve...**
your ability to analyze your choices independently and creatively by developing the skills for "thinking gray" and "thinking free."
- **Master...**
the leadership skill of "listening artfully" to acquire new ideas and gather and assess information.
- **Maximize...**
the value you get out of experts by discovering how you can use them to your advantage without being used by them.
- **Make...**
better decisions by following two rules: (1) Never make a decision that can be delegated, and (2) Never make a decision today that can be put off to tomorrow.



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The Contrarian's Guide to Leadership

by Steven B. Sample

A summary of the original text.

If you want ordinary results in your business, you might succeed with the conventional approach to leadership. But if you want truly exceptional results — high employee morale and loyalty, lower costs, and record profits — you need to take a *contrarian* view.

Contrarian leadership is based on the following seven principles:

1. Think gray.
2. Think free.
3. Listen artfully.
4. Use experts without letting them use you.
5. Put off making decisions, and delegate as many of them as possible.
6. Know which hill you're willing to die on.
7. Work for those who work for you.

In this summary, we'll discuss how you can use each of these principles to improve

your effectiveness as a leader.



THINKING GRAY AND THINKING FREE

Contrarian leaders think differently from the people around them. In particular, such leaders are able to maintain their intellectual independence by *thinking gray*, and they enhance their intellectual creativity by *thinking free*.

Conventional wisdom considers it a valuable skill to be able to make judgments as quickly as possible. But contrarian wisdom argues that, for leaders, judgments about the truth of information or the merits of new ideas should be arrived at as slowly as possible, and in many cases not at all.

Instead of leaping to a conclusion, often the smartest thing that you can do is to **think gray**. Thinking gray is an extraordinarily uncommon characteristic that requires a good deal of effort

Supertext Contrarian Guide To Leadership

Bianca Harrington, AI



Supertext Contrarian Guide To Leadership:

The Contrarian's Guide to Leadership Steven B. Sample, 2003-04-18 Steven Sample ist President der University of Southern California die kürzlich vom Time Magazine zum besten College Amerikas gekürt wurde Sample genießt den Ruf eines gefachteten und abtrünnigen Freidenkers Darüber hinaus ist er einzigartig für einen Mann in seiner Position Inhaber einer Vielzahl von Patenten auf deren Basis etwa über 200 Millionen Haushaltsgeräte hergestellt wurden In seinem Buch *The Contrarian's Guide to Leadership* bringt er seine Einstellungen und Erfahrungen ein zum Thema konventionelle Führungsansichten indem er Führungskräfte und jene die es noch werden wollen dazu auffordert sich auf einige wichtige der Intuition zuwiderlaufende Überzeugungen zu konzentrieren Seine einfache und bisweilen provokante Denkweise reicht bis hin zu einigen sehr komplexen und gut durchdachten Führungsthemen und gipfelt in so ungewöhnlichen Ratschlägen für Führungskräfte wie z.B. Entscheidungen sollte man immer hinausschieben man sollte so wenig wie möglich lesen und man sollte bei seinen Prinzipien Kompromissbereitschaft zeigen In der Fachwelt wird Samples revolutionärer Führungsstil zwar heftig kritisiert doch seine Erfolge sprechen für sich *The Contrarian's Guide to Leadership* Hier lernen Sie wie auch konträre Ansichten zum gewünschten Erfolg führen

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The Contrarian's Guide to Leadership, 2017 **The Contrarian's Guide to Leadership**, 2002 *Great Leaders Have No Rules* Kevin Kruse, 2019-04-02 As a serial entrepreneur Kevin Kruse has seen time and again that the leadership practices that actually work are the opposite of what is commonly taught and implemented Close Your Open Door Policy shows how a contrarian approach can be a better faster and easier way to succeed as a leader Chapter by chapter Kruse focuses on a piece of popular wisdom then shows with real world case studies and

quantitative research that the opposite approach will lead to better results encouraging leaders to play favorites stay out of meetings and of course close their open doors *Contrarian Leadership Principles* Bianca Harrington, AI, 2025-02-27

Contrarian Leadership Principles offers a novel approach to management challenging conventional wisdom by using reverse psychology to boost team engagement and performance Instead of relying on traditional top down methods the book advocates for strategies like expectation subversion intentionally disrupting predictable patterns to stimulate innovative problem solving It also emphasizes strategic autonomy empowering team members with greater control over their work which fosters ownership and increases motivation The book explores how understanding concepts from behavioral economics such as loss aversion and cognitive biases can help leaders design interventions that subtly guide teams toward desired outcomes By inverting standard leadership approaches moving away from constant oversight to encourage independent thought and calculated risk taking leaders can unlock their team s full potential This approach is particularly valuable in today s rapidly evolving business landscape where agile self managing teams are essential for navigating complex challenges The book begins by introducing core concepts and the psychological underpinnings then progresses through practical techniques for expectation subversion strategies for granting strategic autonomy and potential pitfalls to avoid Through case studies real world examples and a framework for diverse organizational contexts *Contrarian Leadership Principles* provides actionable insights for fostering a more innovative and engaged work environment

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