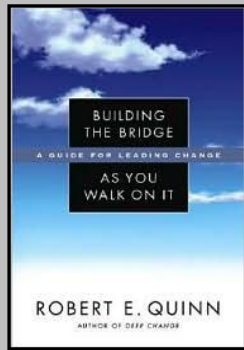


# A NEW PERSPECTIVE ON THE NATURE OF LEADERSHIP

By Greg Wiens



## Building the Bridge as You Walk on It: A Guide to Leading Change

By Robert Quinn

*Jossey-Bass, 265 pp. \$27.95*

The latest solo opus from the noted leadership author Robert Quinn focuses on the subject of leadership, the importance of vision in leadership and personal leadership development. Quinn brings his study to life, weaving a true-life tapestry of ordinary people's encounters with a life of extraordinary leadership and change.

Quinn defines leadership as a fluid state of being, eschewing the titles normally associated with positional leadership. He says people flow in and out of a leadership state based on their inner values and outward actions in particular situations. The leadership state comprises four characteristics: being internally driven, externally open, purpose-centered, and other-focused. Leaders, therefore, are consistent with their core values, keep an open mind but ultimately adhere to their beliefs and strive to benefit others through actions.

"I THINK OF  
LEADERSHIP NOT AS  
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-ROBERT QUINN

Quinn's research also centers on the true meaning of "vision" when it comes to leadership. He is convinced vision is not a mystical epiphany compelling a leader to build its manifestation. In fact, when interviewed initially, leaders' initial visions were not as clear as they were later described to be during a follow-up. Quinn asserts that the leadership process itself is what develops a healthy "vision", which will evolve as organization members collaborate and act within the group at large.

Lastly, Quinn explores behaviors that create great leaders. He found that good leaders possess opposing leadership traits, or polarities, as well as the ability to discern when to use them. For example, a leader must be somewhat detached in certain situations, but very interdependent in others. An engaged leader knows when to use each polarity, and Quinn provides a list of eight such polarities as well as eight creative states.

*Building the Bridge as You Walk on It* is informative, in the true Quinn tradition of research excellence. What may prove to be most beneficial to readers, however, is the book's ability to provoke self-examination, awareness, and the inspiration to lead from a more enlightened state.

FOR MORE INFORMATION ABOUT GREG WIENS, PLEASE VISIT [WWW.LEADERSTHATLAST.ORG](http://WWW.LEADERSTHATLAST.ORG)