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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

Contrarians Guide To Leadership

Roman Wölfel



Contrarians Guide To Leadership:

The Top Books of the Year Contrarians Guide To Leadership The year 2023 has witnessed a noteworthy surge in literary brilliance, with numerous engrossing novels enthraling the hearts of readers worldwide. Lets delve into the realm of top-selling books, exploring the captivating narratives that have enthralled audiences this year. The Must-Read : Colleen Hoover's "It Ends with Us" This heartfelt tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover expertly weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can prevail. Uncover the Best : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This captivating historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids compelling storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Discover the Magic : Delia Owens "Where the Crawdads Sing" This evocative coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens crafts a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These bestselling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of engaging stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a masterful and suspenseful novel that will keep you guessing until the very end. The novel is a cautionary tale about the dangers of obsession and the power of evil.

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