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a current situation or read the entire book, I recommend that you add 'Why CEOs Fail' to your coaching toolkit. Dotlich, David L., and Peter C. Cairo (2003).

Why CEOs Fail: The 11 Behaviors That Can Derail Your Climb to the Top-and How to Manage Them. San Francisco: Jossey-Bass.

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If any of the following behaviors sound like you or someone you work with, beware! In *Why CEOs Fail*, David L. Dotlich and Peter C. Cairo describe the most common characteristics of derailed top executives and how you can avoid them: Arrogance—you think that you're right, and everyone else is wrong.

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of careers and
companies by defining
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personality traits that
shape leadership
behavior. Among them:
melodrama, aloofness,
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the following behaviors
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the downfall of careers
and companies by
defining eleven
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ingrained personality
traits that shape
leadership behavior.
Among them:
melodrama, aloofness,
volatility,
perfectionism,
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According to the Harvard Business Review, 2 out of 5 new CEOs fail in their first 18 months on the job. It appears that the major reason for the failure has nothing to do with competence, or knowledge, or experience, but rather with hubris and ego and a leadership style out of touch with

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It's safe to say that
CEOs are, overall, a
talented bunch, but
that's not what
separates them from
other professionals, nor
is it the main reason
their firms succeed or
fail.

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David Dotlich and Peter C. Cairo, in their book, Why CEOs Fail: The 11 Behaviors That Can Derail Your Climb To The Top And How To Manage Them, present cogent reasons why chief executives fail, most of which have to do with hubris, ego and a lack of emotional intelligence.. There are no universal ways to prevent failures, except to be alert for

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