



A/453406



dandelion.com

© 2008 [AGI-Information Management Consultants](#)
May be used for personal purposes only or by
libraries associated to [dandelion.com](#) network.

Lessons on Leadership by Terror

Finding Shaka Zulu in the Attic

Manfred F.R. Kets de Vries

*The Raoul de Vitry d'Avaucourt Chair of
Leadership Development and Director, INSEAD
Global Leadership Center, France and Singapore*

NEW HORIZONS IN LEADERSHIP STUDIES

Edward Elgar

Cheltenham, UK • Northampton, MA, USA

Contents

<i>Preface</i>	vii
<i>About the author</i>	xiii
<i>A note about source material</i>	xvi
Introduction	1
PART I THE HISTORICAL CONTEXT	
1 A school for tyranny: learning from hardship, betrayal and humiliation	15
2 The making of a military state: honing the <i>assegai</i>	31
3 Ruling by fear: bringing enemies and allies alike to submission	39
PART II THE QUESTION OF CHARACTER	
4 The inner theatre of the king: acting out personal concerns on a public stage	57
5 Monte Cristo in Africa: seeking revenge for past wrongs	75
6 The nature of relationships: being unable to establish real intimacy	83
7 Paranoia – the disease of kings: exercising caution beyond the bounds of danger	93
8 The terrorist mind: protecting the self by victimizing others	103
PART III LEADERSHIP BY TERROR	
9 Following the leader: colluding in cruelty	117
10 Lessons in leadership: teaching by example and omission	139

PART IV DECONSTRUCTING TOTALITARIANISM

11	A throne of blood: deploying the tools of tyranny	161
12	Dancing with vampires: preventing tyranny through effective governance	175
	<i>Bibliography</i>	186
	<i>Index</i>	193