

"WHY FOLLOW THE LEADER ?"

by

Manfred KETS DE VRIES*

N° 86 / 29

* Manfred KETS DE VRIES, INSEAD, Fontainebleau, France

Director of Publication :

Charles WYPLOSZ, Associate Dean
for Research and Development

Printed at INSEAD,
Fontainebleau, France

WHY FOLLOW THE LEADER?

Manfred F.R. Kets de Vries *

* Professor of Organizational Behavior and Management Policy,
the European Institute of Business Administration (INSEAD),
Fontainebleau, France.

Not to be quoted without permission of the author.

WHY FOLLOW THE LEADER?

Manfred F.R. Kets de Vries

"He was a great thundering paradox of a man, noble and ignoble, inspiring and outrageous, arrogant and shy, the best of men and the worst of men, the most protean, most ridiculous, and most sublime. No more baffling, exasperating soldier ever wore a uniform. Flamboyant, imperious, and apocalyptic, he carried the plumage of a flamingo, could not acknowledge errors, and tried to cover up his mistakes with sly, childish tricks. Yet he was also endowed with great personal charm, a will of iron, and a soaring intellect. Unquestionably he was the most gifted man-at-arms this nation has produced." (Manchester, 1978, p.3)

Thus reads the opening paragraph of William Manchester's biography of General Douglas MacArthur. In this passage the enigmatic qualities of his personality are well captured. Manchester describes a person who is different, a giant of a man, not easily disregarded. We find ourselves face to face with someone who knows the ins and outs of the influence game. This leader looms larger than life. It is hard to remain indifferent to him. Those who knew him either admired or disliked him. Whatever reservations we may have about MacArthur's behavior, be it his

exhibitionism, his haughtiness or his inconsistencies, we cannot doubt his leadership qualities. As one of his officers said, "I'd follow that man - anywhere - blindfolded" (Manchester, 1978, p.5).

When we come across a description like this, a leader comes alive and starts to affect us. There is an element of immediacy in such descriptions that stimulates the imagination. Unfortunately, the same can hardly be said of leadership research. A look at Stogdill's Handbook of Leadership suffices (Bass, 1981). Reading through this gargantuan tome can be a sobering and bewildering experience. Even the casual reader will quickly discover that finding one's way in the domain of leadership is like walking on quicksand. There is very little to hold on to. One political scientist even made the cynical remark that "all paths to the study of leadership end up swallowing their subject matter" (Wildavsky, 1980, p.12).

In leadership literature we come across both "great man" theories (Borgatta, Couch & Bales, 1954; Jennings, 1960) and "environmental" theories (Mumford, 1909; Murphey, 1941; Pfeffer & Salancik, 1978). While the former emphasize the impact of leaders on their environment, the latter point of view transforms the leader, as it were, merely "into a bus driver whose passengers will leave him unless he takes them in the direction they wish to go" (Simon, 1976, p. 134). According to this view it does not make much of a difference who is in charge; societal constraints

will determine the kind of action taken (Pfeffer, 1977). Although Herbert Simon acknowledges that leaders have "minor discretion as to the road to be followed" (1967, p. 134), observation of leadership in action demonstrates that leaders can do more than that. Leaders are influenced by events but can also be catalysts of events. Leadership is not just the outcome of various social forces. To use a metaphor of Robert Tucker, "the leader is not merely an actor (however great) in a play but the playwright as well" (Hoffmann, 1967, p.109). Certain situations such as crises may facilitate leaders' rise to pre-eminence, but leaders do make a difference by virtue of their actions or even lack of action at certain important moments. A debate concerning the primacy of person versus situation, however, is like the nature-nurture conflict, bound to become sterile in the end. Naturally, to understand the intricacies of leadership we have to look at the person-situation interface (Bass, 1960).

To be able to do this in a systematic manner we also have to study the psychology of a leader's followers. In this context some of the obvious questions to ask are: what makes followers so susceptible to leaders? what is happening to their state of mind? What are the nature of the dynamics of this complex interaction process between leader and followers?

Willner (1984) gives some answers to these questions in her discussion of charismatic leadership. She suggests that the

leader-follower relationship has the following properties: 1) the leader is perceived by the followers as somehow superhuman; 2) the followers blindly believe the leader's statements; 3) the followers unconditionally comply with the leader's directives for action; 4) the followers give the leader unqualified emotional support (p.8). Although Willner is referring to truly transformational leaders, giving examples of third world countries, such factors as "leader-image", idea acceptance, compliance and emotional commitment seem to play a role in any form of leadership.

Most studies on leadership don't take such a historical and observational perspective. Instead, two dimensional studies abound, often creating an element of sterility by contrasting rather simplistic behavioral dimensions such as "consideration" with "initiating structure" or "autonomy" with "democracy" to capture what in reality is very complex behavior. No wonder - given the piecemeal nature of many of these studies - that numerous aspects of this elusive phenomenon remain unexplained. What adds to the confusion is that very little agreement exists among investigators. Ambiguity in the definition and measurement of the concept itself is partially to blame. Multiple interpretation of the same phenomenon is more the rule than the exception. What may also contribute to this sorry state of affairs is the proliferation of simulated studies of leadership or studies with a rather flexible definition of what leadership

really is, which water down its meaning by including the 'leadership' of lower level managers or foremen. Sole reliance on data derived from indirect devices such as questionnaires add to the level of ambiguity. The discrepancies in conclusions drawn make us wonder how much laboratory studies, survey research only, or observations of lower level executives really add to our knowledge of what makes for true leadership.

Although we may fail to define or measure effective leadership we do, however, recognize it when we see it. If anything, true leaders know how to motivate us. They know how to get things going. These are the people who make things happen that would not happen otherwise. Truly effective leaders transcend managers, thereby putting themselves in a different league (Zaleznik, 1976). Such leaders play a transformational role (MacGregor Burns, 1978). They are the ones who create their own environment and make us part of it.

Much of what makes leaders function can be learned from the way they deal with the people and events around them. It is the way they behave and act which makes them different. This makes direct observation and first hand reports even more important. One student of leadership put it very plainly: "There is a startling lack of evidence on what leaders actually do" (McCall, 1976, p. 139). This being the case, perhaps it is again time to go back to basics - instead of leaving the job up to journalists - and study

what leaders really do by observing their behavior and actions in their natural setting (Minzberg, 1982).

At the risk of adding to the existing state of confusion, I would like to list some of my own observations on what makes top executives effective leaders. Any assessment of the qualities of effective leadership becomes so difficult, however, because of the interaction of three sets of variables. Obviously, leadership is not only a function of the leader but is also made up of a complex interaction process which consists of leader, followers, and the context in which they are operating, the latter sometimes being called the "historical moment" (Erikson, 1978). Given the limited scope of this paper, I will not elaborate on followers' psychology or social forces. Instead, my main emphasis will be on the actual behavior of the leader. I will try to tease out through interpretation of behavior and actions some of the qualities that make for leaders' effectiveness (Levinson, 1980; Kets de Vries & Miller, 1985). Naturally, as this will produce a kind of "shopping list" of qualities, it is unlikely that any leader will possess them all.

My data base consists of a series of observations of twenty-five top executives augmented by data collected from historical and observational studies of leaders or personal records. To a certain extent this study can be viewed as being complementary to previous work done on personal factors associated with leadership

(Stogdill, 1948, 1974; Bass, 1981). Naturally, given the rather limited data base this account should be treated as a series of hypotheses about effective leadership not as the final word or a rigid framework. In listing the various qualities I will give examples of political and business leadership taken from the public domain.

QUALITIES OF EFFECTIVE LEADERSHIP

A few decades ago, Charles de Gaulle, a great leader himself, wrote:

"... there can be no prestige without mystery, for familiarity breeds contempt... In the designs, the demeanor, and the mental operations of a leader there must be always a "something" which others cannot altogether fathom, which puzzles them, stirs them, and rivets their attention ... if one is to influence men's minds, one must observe them carefully and make it clear that each has been marked out from among his fellows...

This attitude of reserve demands, as a rule, a corresponding economy of words and gestures... There would even seem to be some relationship between a man's inner force and his outward seeming... the great leaders have always carefully

stage-managed their effects." (De Gaulle, 1975, pp. 58-59)

In the same vein de Gaulle lists as other characteristics of leadership "a readiness to launch great undertakings and a determination to see things through to the end" (p.46). He adds that the leader "must aim high, show that he has vision, act on the grand scale" (p.64). And he continues by saying that the effective leader needs to be well informed of the details of specific situations and not only think in abstractions or vague, generalized theories (p.80). He adds that a leader "must outbid his rivals in self-confidence" (p.104).

Charles de Gaulle knew what he was talking about. He had ample opportunity to test his ideas. His concept of leadership does not permit mediocrity: it is of a grandiose nature. He belonged to that rare group of individuals sometimes called charismatic leaders (Weber, 1964). These are the leaders who hold a mysterious spellbinding power over their followers, the type of people who become transforming agents able to "shape and alter and elevate the motives and values and goals of followers" (MacGregor Burns, 1978).

De Gaulle derived his experience from having taken on the role of France's guide and head of state. Many years of training as a soldier and resistance fighter went to prepare him for this role. And when the opportunity eventually came, he rose to the occasion.

De Gaulle was a master in the influence game. He knew how to sustain his power base through direct, dramatic appeals to the people. Crisis management - as during the Algerian situation - was his forte. In spite of the damage to their self-esteem which the loss of this long cherished dominion entailed for the French, De Gaulle was able to unite the nation behind him. His style, his skills in stagecraft and the radiation of self-confidence in his appearances made many of his otherwise highly unpopular actions palatable.

When we analyze his statements carefully we can discern a number of themes which are echoed by other leaders in action.

The "Dream"

As de Gaulle indicated, effective leaders are propelled by vision. They have a view of the future that becomes highly compelling to others. As a good example we can take Franklin Delano Roosevelt's concept of the "New Deal" which became his way to fight the Great Depression. Hitler had a vision of a new Germany as described in his book Mein Kampf where he predicts the coming of the Thousand Year Reich. Gandhi imagined an India after the British where Hindus and Moslems would live in harmony. Martin Luther King Jr.'s "dream" of harmony between blacks and whites was of a similar visionary nature. In describing their "dreams", leaders

often use the imagery of a journey: of a path to follow, or of being at a crossroads.

We can see how these magnificent obsessions create a focus and make for a sense of direction, thereby mobilizing followers to pursue a course of action to its successful conclusion. What seems to happen is that leaders create a shared vision of the future. They seem to be able to mold the images in their internal, private world in such a way that these become acceptable on the external, public stage. What differentiates these people from others is that they possess starkly pronounced internal scripts - mental codes for representing experiences which guide their behavior (Kets de Vries & Miller, 1984; Zalesnik & Kets de Vries, 1985). These "scripts" are based on the way an individual interprets early relationships of the self with significant others, and are transmitted to the followers in such a way that they create a shared reality. They become the "'sustaining myth', or set of myths, which gives the people composing the societies a sense of what it means to be a member of them" (Tucker, 1981, p. 143). Eventually they become the building blocks for action.

General Douglas MacArthur is a good case in point. Reading his Reminiscences we realize the extent to which his internal world was populated with the heroic images of his grandfather, father and older brother. His life's task became to emulate a father described by his comrades in arms as "magnificent ... afraid of

nothing ... who would fight a pack of tigers in jungle ... who became the hero of the regiment" (MacArthur, 1964, p. 9). Such exalted imagery was combined with the confidence created by a mother who would tell him: "You'll win if you don't lose your nerve. You must believe in yourself ... or no one else will believe in you. Be self-confident, self-reliant, and even if you don't make it, you will know you have done your best" (MacArthur, 1964, p. 18). With such a support system of reliable, dependable figures incorporated in his inner world, no wonder that MacArthur became the leader he was. Moreover, and not surprisingly in the light of his specific background, part of his destiny was "to return" and be the liberator of the Philippines, a country which his father had once ruled as governor general, from its Japanese invaders.

In the business realm, we can observe similar processes at work. For example, the first Henry Ford foresaw a cheap car for the masses at a time when automobiles were becoming more and more luxurious and expensive. We can surmise from his actions that the catalyst for that dream was a wish to ease the life of the farmer. A major theme in his "inner world" was to engage - in a psychological sense - in some form of reparative effort vis-a-vis the farmer. The "vehicle" for achieving this became the Model T, the "farmer's car" (Jardim, 1970). The "dream" of DeWitt Wallace, the founder of Reader's Digest, the world's most widely read magazine, was to present books and articles in a simplified form

to uplift and ameliorate the lives of its readers. Walt Disney had a vision of family togetherness through wholesome entertainment for the entire family.

Symbol Manipulation

An essential part of effective leadership is communication. Leaders need to articulate their "dreams" and make these attractive to their followers. They do this using language, ceremonies, symbols and settings. Historical and mythological figures will also be evoked and emulated, tapping cultural roots; these are all strategic manoeuvres to mobilize support. Here leadership and stagecraft join forces. Leaders emanate theatre. Effective ones possess great oratorical skills and know how to make use of humor, irony and the colloquial. What differentiates effective leaders from others is that they know how to talk directly to their followers' unconscious, employing figurative language such as similes and metaphors. Doing so, facilitates identification by the followers. Moreover, in presenting their ideas their sense of timing often seems uncanny and is a key factor in making their actions so effective. They are masters in the creation of suspense.

The unsettling emotional nature of these symbolic methods of communication makes for their spellbinding quality and induces

reactions of dependency, regression and transference (Kets de Vries & Miller, 1984). Leaders, in one way or another, create in their followers a desire to be taken care of. And given the expectations they raise, they seem to be the logical figures to do the care taking. Idealization of the leader by his followers is part of this process. Leaders reawaken past relationships of dominance and submission. In this transferential process a misrecognition takes place - there is a confusion between past and present. Earlier dependency relationships are revived. Significant individuals from childhood become intertwined with contemporary figures. The leader becomes the depository of the followers' fantasies. And even incompetents will have the benefit of the doubt and will profit from this psychological process. Thus, to some extent, each leader becomes a product of our own fantasies.

Freud compared the peculiar psychological relationship between leaders and followers with that of a hypnotist and his subject (Freud, 1921, p.81). In such a dialogue, simplification, stark contrast and extremes become the rule; dramatization is essential. Truly effective leaders know how to use simple language. Their message comes across easily.

Effective leaders are masters in the manipulation of appearances. Part of this process entails scapegoating: the splitting of the world in "us" versus "them" or "good" versus "bad" become familiar

patterns. Personal fears, aggression and aspirations are projected onto the outside world toward social causes which allow for symbolic solutions. Enemies are identified and have to be eliminated. Lasswell (1960) argued that private motives become displaced onto public causes and rationalized in terms of the public interest. This regressive process of externalization may result in a release of tension. Freud, following Le Bon, a French student of group behavior, said:

A group is extraordinarily credulous and open to influence, it has no critical faculty, and the improbable does not exist for it. It thinks in images, which call one another up by association (just as they arise with individuals in states of free imagination), and whose agreement with reality is never checked by any reasonable agency. The feelings of a group are always very simple and very exaggerated. So a group knows neither doubt nor uncertainty. (Freud, 1921, p.78)

With this knowledge of the regressive potential of group processes in mind we can see how a political leader like Winston Churchill could engage in high drama and stir his audience by saying to those who joined him in his fight against Hitler "I have nothing to offer but blood, toil, tears and sweat". Douglas MacArthur vowed "I shall return", making these words to the Filipinos a symbol of victory and freedom, a magical promise that they would be liberated from the Japanese. John Kennedy meanwhile stated in

his inaugural address: "Ask not what your country can do for you; ask what you can do for your country."

Although on a less grandiose scale, business leaders use comparable imagery. The first Henry Ford's slogan about the five dollar day temporarily made him the saviour of the working man. IBM's Thomas Watson Sr.'s almost religious attention to service became legendary. McDonald's Ray Kroc would stress the themes of quality, service, cleanliness and value. Harold Geneen of ITT on his part was looking for "unshakeable facts"; he designed a network of organizational spies and staged meetings resembling show trials to communicate through fear how important information and control systems were to him.

Network Building Activity

Effective leaders possess great interpersonal skills. They are master communicators not only on a mass scale but also at a more intimate level. After all, it has been the support of a core group of dedicated followers that has helped them to get where they are now. Those who rise to the top are very skilled in influencing, controlling and manipulating their followers. What serves them well in this respect is that they seem to be able to deal with emotionally tough situations. They are capable of providing some kind of "holding environment", thus managing to contain their followers' emotions. The more effective leaders are

very sensitive to other people and possess the ability to listen, and to understand others' points of view. As McCall and Lombardo (1983) discovered in their findings on successful and unsuccessful leaders, "the most frequent cause for derailment (along the path to the executive suite) was insensitivity to other people" (28). In their study, the ineffective leaders turned out to be the ones who were abrasive, intimidating and unwilling to partake in the give and take of the influence game. Instead, their defenses tended to be rigid and they managed their emotions poorly.

Effective leaders are also masters in the creation and maintenance of organizational networks for interacting with and monitoring the activities of their key subordinates (Kotter, 1982; Luthans, Rosenkrantz & Hennessey, 1985). They are very aware of those on whom they are dependent and vice versa. They manage their relationships with them very carefully. Hiring, firing and promotion become some of the tools to maintain their networks. The resource allocation process including the management of information become other ways of fostering these interdependencies.

Franklin Delano Roosevelt exemplifies a leader who possessed great talents in handling this particular facet of leadership. His skill in network building and manipulation was legendary. To illustrate, one of the first things he did after taking office was to develop an organizational intelligence system to prevent

himself becoming a captive of the complex official bureaucracy of Washington. A well known analyst of his presidency, Richard Neustadt, recorded:

Not only did he keep his organizations overlapping and divide authority among them, but he also tended to put men of clashing temperaments, outlooks, ideas, in charge of them. Competitive personalities mixed with competing jurisdictions was Roosevelt's formula for putting pressure on himself, for making his subordinates push up to him the choices they could not take for themselves. It also made them advertise their punches; their quarrels provided him with not only heat but information... (Neustadt, 1960, pp. 157-158).

Pattern Recognition

In studies of effective leaders their ability to recognize patterns and relationships among seemingly disjointed events has repeatedly been emphasized (Isenberg, 1984). Leaders are masters of sense making, of bringing order to the chaos which tends to surround them. Effective decision makers possess the cognitive ability to sort relevant from irrelevant information. They know how to prevent themselves being swamped by sensory and informational overloads (Lipowski, 1975). They are what has been called "reducers" (as opposed to augmenters) having the ability to limit the amount of stimulation impinging on them. This

characteristic enables them to deal with complex, novel and interesting situations without impaired task performance, cognitive disorganization or health problems (Petrie, 1967). Through selective combination and selective comparison they know how to weave connections. This makes them highly skilled in putting together isolated pieces of information. Effective leaders possess the ability to manage conceptual complexity. They are flexible in the cognitive differentiation and integration of information, so that data can be processed according to the needs of the situation (Suedfeld & Rank, 1976). If simple information processing is required, dissonant information will be rejected. But if the situation warrants it, effective leaders will integrate and combine multiple points of view simultaneously and look for novel solutions.

Many of the more effective business leaders whom I encountered differed from other people in their tolerance for high arousal levels. To use Kipling's words, "they kept their heart when all about them were losing theirs". They would successfully engage in multiple activities without feeling overcommitted or experiencing a sense of discomfort and exhaustion.

Empowerment

Charles de Gaulle once remarked that the real leader should aim

high and carefully draw out his followers. Indeed, effective leaders are the ones who communicate high performance expectations to their followers and show confidence in their ability to meet these expectations (House, 1977). By making their followers feel significant they manage to motivate them. Their high expectations seem to enhance their followers' sense of self-esteem and feelings of competence thereby influencing their effectiveness. Effective leaders know how to create commitment. By harnessing the energies of their followers and translating intention into sustained reality, they encourage them to attain unexpected results.

We don't have to look far to find examples in the political sphere of how to transcend followers' more pedestrian preoccupations. John Kennedy was to say when he became the Democratic presidential candidate: "We stand today on the edge of a new frontier". Charles De Gaulle expressed the same kind of confidence in his followers when he stated at the beginning of World War II that "France has lost the battle but she has not lost the war". More than a hundred years before him, his predecessor Napoleon Bonaparte proclaimed confidently that "every French soldier carries in his cartridge-pouch the baton of a marshall of France". What all these leaders had in common was the ability to create an atmosphere of excitement, enthusiasm and motivation among their followers.

Tracy Kidder (1982) describes how a group of computer wizards at Data General was motivated to achieve the impossible. Under the

leadership of Tom West, against impossible odds, they created a new computer symbolically called "The Eagle" within one year. Statements of confidence on a large, rather abstract scale are thus reinforced by more individual, personalized assertions. And given the results, it can be seen that this kind of special treatment has great motivational value.

Competence

In Stogdill's Handbook of Leadership (1981) technical skills are listed as a very important factor in effective leadership. Leaders need to be familiar with the substance of the matter. They have to know what they are talking about. If not, they will quickly lose credibility. Thinking in purely abstract terms is not good enough. Not only is it essential that leaders recognize the "big picture", they also need to be familiar with the specifics of the situation: this will enable them to be realistic in making recommendations. Some familiarity is therefore needed with the exact nature of the work which has to be done.

Chairman Iacocca of the Chrysler Corporation is a good case in point. It goes without saying that his skills in dramatization were essential in saving the ailing corporation. Anyone possessing a television set would agree. Without that skill, he would not have been given financial assistance from the government, received the backing from the unions to accept a pay

cut or persuaded consumers to buy his cars. One other key factor, however, was his intimate familiarity with the ins and outs of the car industry. He knew what it meant to build an automobile. He understood how different segments of the production process interacted. He knew how to use control systems to pull together the disparate fiefdoms that made up Chrysler. It was this specific knowledge that made him so effective when articulating his vision about organizational renewal.

Hardiness & Perseverance

To be a leader one requires a certain amount of hardiness. A lot of endurance is needed to cope with the stresses and strains of a rapidly changing environment. Effective leaders know how to manage stress. What differentiates these people from others is that they possess a positive and stable self-image (Kets de Vries & Miller, 1987). They firmly believe that they can control what affects their life (Rotter, 1966). In their behavior they exude a sense of meaningfulness and they interact vigorously with their environment; they are committed to the activities in their lives, and see change as a challenge (Kobasa, 1979).

With hardiness comes perseverance. True leaders belong to that group of people who do not easily give up, those who keep on trying and insisting that their demands are met. They will stick to their original objective in spite of all the difficulties.

Their preoccupations can make them sound at times like a broken record but they are convinced that such behavior will eventually bear fruit. Furthermore, if so required, these individuals know how to wait. They will bide their time and wait for the right moment. Effective leaders believe firmly in their ideas and are willing to see them through whatever the setbacks. They keep on asking, talking, explaining. They have incredible staying power; they never let be. Their inner script with its "magnificent obsession" keeps them going. They emanate integrity. Their actions are characterized by consistency and predictability making it easier for others to work with them.

Studying the life histories of many entrepreneurs, one finds that the factor perseverance returns over and over again. The architect of Europe in integration , Jean Monnet, is a good case in point. In his memoirs he wrote:

"I am not an optimist. I am simply persistent. If action is necessary, how can one say that it is impossible, so long as one has not tried it? ... Events that strike me and occupy my thoughts lead me to general conclusions about what has to be done ... I can wait a long time for the right moment. In Cognac, they are good at waiting. It is the only way to make good brandy." (Monnet, 1976, p.44)

William DeWitt Wallace, the founder of Reader's Digest is an

example from the business world. Although he met with general discouragement for his particular formula for a magazine, his hardiness and persistence made his venture an immediate success. And so was Walt Disney. In his case, it took a long time before distributors became interested in his animated mouse. Only after he added sound to his first two rejected "mouse" films did he draw their attention.

Enactment

Persistence and hardiness alone are not good enough, they have to be combined with enactment. Many people have lots of ideas, but that is the stage where things usually remain. No progression is seen from idea to implementation. Effective leaders, however, are different. They go one step further and are the doers, bringing about their own environment (Weick, 1979); they are proactive. Such people have a great ability to initiate and sustain interaction with others. They know how to come up with new ideas and make these viable.

What helps trigger enactment is high achievement motivation, the need to do something better than has been done before. This high need of achievement is very characteristic of effective leaders. Such individuals strive to make things happen, and have entrepreneurial talents. They are willing to take calculated risks. However, they do recognize when risk taking can become

excessive (McClelland, 1961).

CONCLUSION

In this account, I have called attention to some of the major qualities which have to be taken into consideration in distinguishing effective from ineffective leadership. Although I do recognize the importance of the social setting and the psychology of the followers, for the purposes of this paper these dimensions have largely been ignored.

Leaders are symbols. They are outlets of identification for their followers and will serve as scapegoats when things go wrong. In this interactive process, power becomes the binding force between leaders and followers, the currency on which most of these relationships will depend. Unfortunately, effective leadership and the wise exercise of power do not necessarily go together. In the leader-followers dialogue, regressive group pressures and delusions of grandeur are ever present and may lead to the abuse of power and eventually to the leader's fall. The true leader, however, is the one who knows how to balance reflection and action by using self-insight as a restraining force when the sirens of power are beckoning.

REFERENCES

- Bass, Bernard M. (1960), Leadership, Psychology, and Organizational Behavior, New York: Harper
- Bass, Bernard M. (1981), Stogdill's Handbook of Leadership, New York: The Free Press
- Borgatta, E.F., A.S. Couch and R.F. Bales (1954), "Some Findings Relevant to the Great Man Theory of Leadership", American Sociological Review, 19, 6 : 755-759
- De Gaulle, Charles (1975), The Edge of the Sword, Westport, Conn: Greenwood Press
- Erikson, Erik H. (1978), Life History and the Historical Moment, New York: W.W. Norton and Company
- Freud, Sigmund (1921), "Group Psychology and the Analysis of the Ego", The Standard Edition of the Complete Psychological Works of Sigmund Freud, vol XVIII, London: The Hogarth Press and the Institute of Psychoanalysis
- Hoffmann, Stanley (1967), "Heroic Leadership: The Case of Modern France", in Political Leadership in Industrialized Societies, ed. Lewis J. Edinger, New York: John Wiley and Sons
- House, Robert J. (1977), "A 1976 Theory of Charismatic Leadership", in James G. Hunt and Lars L. Larson (eds) Leadership: The Cutting Edge, Carbondale, Ill: Southern Illinois University Press
- Isenberg, Daniel J. (1984), "How Senior Managers Think", Harvard Business Review, November-December
- Jardim, Anne (1970), The First Henry Ford: A Study in Personality and Business Leadership, Cambridge, Mass.: M.I.T. Press
- Jennings, Eugene E. (1960), An Anatomy of Leadership: Princes, Heroes, and Supermen, New York: Harper
- Kets de Vries, Manfred F.R. and Danny Miller (1984), The Neurotic Organization: Diagnosing and Changing Counterproductive Styles of Management, San Francisco: Jossey-Bass
- Kets de Vries, Manfred F.R. and Danny Miller (1985), "Interpreting Organizational Text", Journal of Management Studies, 1987, forthcoming
- Kets de Vries, Manfred F.R. and Danny Miller (1987), Unstable at

- the Top, New York: New American Library, 1987, forthcoming
- Kidder, Tracy (1982) The Soul of a New Machine, Harmondsworth: Penguin Books
- Kobasa, Suzanne R. (1979), "Stress Life Events, Personality and Health: An Inquiry into Hardiness", Journal of Personality and Social Psychology, 37,1 : 1-11
- Kotter, John P. (1982), The General Managers, New York: The Free Press
- Lasswell, Harold D. (1960), Psychopathology and Politics, New York: The Viking Press
- Levinson, Harry (1980), "Criteria for Choosing Chief Executives", Harvard Business Review, July-August, 113-120
- Lipowski, Z.J. (1975), "Sensory and Information Inputs Overload: Behavioral Effects", Comprehensive Psychiatry, 16,3 : 199-221
- Luthans, Fred, Stuart A. Rosenkrantz, and Harry W. Hennessey (1985), "What Do Successful Managers Really Do? An Observation Study of Managerial Activities", The Journal of Applied Behavioral Science, Vol 21, 3: 255-270
- MacArthur, Douglas (1964), Reminiscences, New York: Da Capo Press
- McCall Jr., Morgan W. (1976), "Leadership Research: Choosing Gods and Devils on the Run", Journal of Occupational Psychology, 49: 139-153
- McCall, Jr., W. Morgan and Michael M. Lombardo (1983), "What makes a Top Executive", Psychology Today, February, pp. 26-31
- McClelland, David C. (1961), The Achieving Society, Princeton: Van Nostrand
- MacGregor Burns, James (1978), Leadership, New York: Harper Colophon
- Manchester, William (1978), American Caesar, Boston: Little, Brown and Company
- Minzberg, Henry (1982), "If you're not Serving Bill and Barbara, then you're not serving Leadership", from Leadership: Beyond Establishment Views, eds J.G. Hunt, U. Sekaran and A. Schiesheim, Corbondale, Ill: Southern Illinois University Press
- Monnet, Jean (1976), Mémoires, Paris: Fayard

- Mumford, E. (1909), The Origins of Leadership, Chicago: University of Chicago Press
- Murphey, A.J. (1941), "A Study of the Leadership Process", American Sociological Review, 1941,6 : 674-687
- Neustadt, Richard (1960) Presidential Power, New York: John Wiley and Sons
- Petrie, A. (1967), Individuality in Pain and Suffering, Chicago: University of Chicago Press
- Pfeffer, Jeffrey (1977), "The Ambiguity of Leadership", Academy of Management Review, 104-111
- Pfeffer, Jeffrey & Gerald R. Salancik (1978), The External Control of Organizations: A Resource Dependency Perspective, New York: Harper and Row
- Rotter, Julian B. (1966), "Generalized Expectancies for Internal versus External Control of Reinforcement", Psychological Monographs, 1966, 80 (1, whole No 609)
- Simon, Herbert A. (1967), Administrative Behavior, 3 Ed. New York: The Free Press
- Stogdill, Ralph M. (1948), "Personal Factors associated with Leadership: A Survey of the Literature", The Journal of Psychology, 25 : 35-71
- Stogdill, Ralph M. (1974), Handbook of Leadership, New York: The Free Press
- Suedfeld, Peter and A. Dennis Rank (1976), "Revolutionary Leaders: Long-term Success as a Function of Changes in Conceptual Complexity", Journal of Personality and Social Psychology, 34, 2: 169-178
- Tucker, Robert C. (1981), Politics as Leadership, Columbia: University of Missouri Press
- Weber, Max (1964), The Theory of Economic and Social Organization, New York: The Free Press
- Weick, Karl E. (1979), The Social Psychology of Organizing, second ed., Reading, Mass: Addison-Wesley Publishing Co.
- Wildavsky, Aaron (1980), The New York Times Book Review, April 27
- Willner, Ann R. (1984), The Spellbinders, New Haven: Yale University Press

Zaleznik, Abraham (1976), "Managers and Leaders: Are they different?", Harvard Business Review, 55 : 67-78

Zaleznik, Abraham and Manfred F.R. Kets de Vries (1985), Power and the Corporate Mind, rev. ed., Chicago: Bonus Books

LIST OF INSEAD RESEARCH WORKING PAPERS

- 80/01 **"Identifying cognitive style determinants of retail patronage**, by Christian PINSON, Arun K. JAÏN and Naresh K. MALHOTRA, January 1980.
- 80/02 **"Dimensions culturelles des conceptions de management - une analyse comparative internationale"**, par André LAURENT, Février 1980.
- 80/03 **"Cognitive style and effective communication"**, by Arun K. JAÏN, Naresh K. MALHOTRA and Christian PINSON, December 1979.
- 80/04 **"Accomodative cognitive style differences in consumer reduction of alternatives"**, by Naresh K. MALHOTRA, Christian PINSON and Arun K. JAÏN, October 1979.
- 80/05 **"Stability and reliability of part-worth utility in conjoint analysis: a longitudinal investigation"**, by Arun K. JAÏN, Naresh K. MALHOTRA and Christian PINSON, September 1979.
- 80/06 **"The expected future spot exchange rate, the forward rate, and the trade balance"**, by Charles A. WYPLOSZ, March 1980.
- 80/07 **"Decline and adjustment: public intervention strategies in the European clothing industries"**, by José de la TORRE, July 1980.
- 80/08 **"The uncommon market: European policies towards a crisis industry - clothing in the 1970's"**, by José de la TORRE and Michel BACCHETTA, May 1980.
- 80/09 **"STRATPORT: a decision support system for strategic planning"**, by Jean-Claude LARRECHE and V. SRINIVASAN, April 1980, Revised October 1980.
- 80/10 **"A new approach to market segmentation strategy: a banking application"**, by Arun K. JAÏN, Christian PINSON and Naresh K. MALHOTRA, March 1980.
- 80/11 **"The exchange and interest rate term structure under risk aversion and rational expectations"**, by Charles A. WYPLOSZ, Revised Version, September 1980.
- 80/12 **"Individual cognitive differences in MDS analysis of perceptions"**, by Arun K. JAÏN, Naresh K. MALHOTRA and Christian PINSON, July 6-12, 1980.
- 80/13 **"STRATPORT: A model for the evaluation and formulation of business portfolio strategies"**, by Jean-Claude LARRECHE and V. SRINIVASAN, April 1980, Revised November 1980.

- 80/14 **"Les styles cognitifs : une nouvelle approche de la segmentation des marchés"**, par Christian PINSON, Naresh K. MALHOTRA and Arun K. JAÏN, Septembre 1980.
- 80/15 **"Cognitive styles: a new approach to market segmentation"**, by Christian PINSON, Naresh K. MALHOTRA and Arun K. JAÏN, March 1980.
- 81/01 **"Eurobanking, open market operations and the monetary base"**, by Herwig M. LANGOHR, August 1980.
- 81/02 **"Alternative approaches to the theory of the banking firm: a note"**, by Herwig M. LANGOHR, September 1980.
- 81/03 **"Why does beta shift when the length of securities returns varies?"**, by Gabriel A. HAWAWINI, December 1980.
- 81/04 **"Forward market and the cooperative firm"**, by Gabriel A. HAWAWINI, January 1981.
- 81/05 **"On some propositions regarding the behavior of the labor-managed firm under uncertainty"**, by Gabriel A. HAWAWINI, January 1981.
- 81/06 **"Impact of the investment horizon on the association between securities' risk and return: theory and tests"**, by Gabriel A. HAWAWINI and Ashok VORA, February 1981.
- 81/07 **"New evidence on beta stationarity and forecast for Belgian common stocks"**, by Gabriel A. HAWAWINI and Pierre A. MICHEL February 1981.
- 81/08 **"Industrial policy in the European Economic Community: crisis and change"**, by Kenneth S. COURTIS, June 1980.
- 81/09 **"Dogmatism as a moderator of banking behavior and attitudes"**, by Arun K. JAÏN, Christian PINSON and Naresh K. MALHOTRA, March 1981.
- 81/10 **"Investment horizon, diversification, and the efficiency of alternative beta forecasts"**, by Gabriel A. HAWAWINI and Ashok VORA, March 1981.
- 81/11 **"Organizational development & change"**, by Claude FAUCHEUX, Gilles AMADO and André LAURENT, April 1981.
- 81/12 **"The pricing of risky assets on the Belgian stock market"**, by Gabriel A. HAWAWINI and Pierre A. MICHEL, May 1981.
- 81/13 **"A test of the generalized capital asset pricing model"**, by Gabriel A. HAWAWINI and Ashok VORA, May 1981.
- 81/14 **"On the history of yield approximations"**, by Gabriel A. HAWAWINI and Ashok VORA, May 1981.
- 81/15 **"Pitfalls of the global product structure"**, by William H. DAVIDSON and Philippe C. HASPELAGH, May 1981.

- 81/16 "Adjusting beta estimates: real gains or illusions?", by Gabriel A. HAWAWINI and Ashok VORA, June 1981.
- 81/17 "Do European industrial marketers budget differently? an international comparison via the advisor model", by David WEINSTEIN and Gary L. LILIEN, June 1981.
- 81/18 "The internationalisation of manufacturing in the automobile industry - some recent trends", by Yves L. DOZ, April 1981.
- 81/19 "Portfolio planning: use and usefulness", by Philippe C. HASPELAGH, May 1981.
- 81/20 "Production decisions in the mixed firm", by Claude J. VIALLET, October 1981.
- 81/21 "Foreign investment and economic development: conflict and negotiation", by José de la TORRE, April 1981.
- 81/22 "Forecasting country political risk", by José de la TORRE and David H. NECKAR, March 1981.
- 81/23 "The impact of inflation on real variables: a general equilibrium approach", by Antonio M. BORGES, November 1981.
- 81/24 "An assessment of the risk and return of French common stocks", by Gabriel A. HAWAWINI, Pierre A. Michel and Claude J. VIALLET, November 1981.
- 81/25 "Mode de vie et style de vie : quatre observations sur le fonctionnement des termes", par Jean-François BERNARD-BECHARIES et Christian PINSON.
- 81/26 "Simulating an oil shock with sticky prices", by Francesco GIAVAZZI, Mehmet ODEKON and Charles A. WYPLOSZ, November 1981.
- 81/27 "Decomposing the impact of higher energy prices on long-term growth", by Antonio M. BORGES and Lawrence H. GOULDER.
- 81/28 "Forecasting for industrial products", by David WEINSTEIN.
- 82/01 "Estimating and adjusting for the intervalling-effect bias in beta", by Kalman J. COHEN, Gabriel A. HAWAWINI, Steven F. MAIER, Robert A. SCHWARTZ and David K. WHITCOMB, February 1980, Revised October 1981.
- 82/02 "Friction in the trading process and the estimation of systematic risk", by Kalman J. COHEN, Gabriel A. HAWAWINI, Steven F. MAIER, Robert A. SCHWARTZ and David K. WHITCOMB, November 1981.
- 82/03 "On the mathematics of Macaulay's duration: a note", by Gabriel A. HAWAWINI, December 1981.

- 82/04 "Systematic risk, the investment horizons and the market index: an analytical examination", by Gabriel A. HAWAWINI and Ashok VORA, December 1981.
- 82/05 "Why beta estimates depend upon the measurement interval", by Gabriel A. HAWAWINI, January 1982.
- 82/06 "Nationalization, compensation and wealth transfer: an empirical note about the French experience" by Herwig M. LANGOHR and Claude J. VIALLET, 1981/1982.
- 82/07 "The Keynesian and classical determination of the exchange rate", by Emil-Maria CLAASSEN, May 1982.
- 82/08 "The real exchange rate, the current account and the speed of adjustment", by Francesco GIAVAZZI and Charles A. WYPLOSZ, April 1982.
- 82/09 "Simulation: a complementary method for research on strategic decision making processes", by Danielle NEES, May 1982.
- 82/10 "The zero-root problem: dynamic determination of the stationary equilibrium in linear models", by Francesco GIAVAZZI and Charles A. WYPLOSZ, August 1982.
- 82/11 "The theory of risk aversion and liquidity preference: a geometric exposition", by Gabriel A. HAWAWINI.
- 82/12 "The effect of production uncertainty on the labor-managed firm", by Gabriel A. HAWAWINI and Pierre A. Michel.
- 82/13 "On the independence between deposit and credit rates", by Jean DERMINE, September 1982.
- 82/14 "Entrepreneurial activities of INSEAD MBA graduates", by Lister VICKERY, October 1982.
- 82/15 "Proportional vs. logarithmic models of asset pricing", by Gabriel A. HAWAWINI, July 1982.
- 82/16 "Capital controls: some principles and the French experience", by Emil-Maria CLAASSEN and Charles A. WYPLOSZ, October 1982.
- 82/17 "The third world's campaign for a new international economic order", by Jan MURRAY, October 1982.
- 82/18 "Extremity of judgment and personality variables: two empirical investigations", by Naresh K. MALHOTRA, Arun K. JAIN and Christian PINSON, April 1982, Revised July 1982.
- 82/19 "Managerial judgment in marketing: the concept of expertise", by Jean-Claude LARRECHE and Reza MOINPOUR, Revised September and December 1982.
- 82/20 "Uncertainty and the production decisions of owner-managed and labor-managed firms" by Gabriel A. HAWAWINI, September 1982.

- 82/21 "Inflation, taxes and banks' market values", by Jean DERMINE, January 1983.
- 82/22 "Bank regulation and deposit insurance: adequacy and feasibility", by Jean DERMINE, February 1983 (second draft).
- 82/23 "Pour une étude critique du différentiel sémantique", par Christian PINSON, Avril 1982.
- 83/01 "Comparative financial structures: the impact of equity in bank portfolios", by Herwig M. LANGOHR, September 1983.
- 84/01 "A technological life-cycle to the organisational factors determining gatekeeper activities", by Arnoud DE MEYER, November 1983.
- 84/02 "La politique budgétaire et le taux de change réel", par Jeffrey SACHS et Charles A. WYPLOSZ, Novembre 1983.
- 84/03 "Real exchange rate effects of fiscal policy", by Jeffrey SACHS and Charles A. WYPLOSZ, December 1983.
- 84/04 "European equity markets: a review of the evidence on price behavior and efficiency", by Gabriel A. HAWAWINI, February 1984.
- 84/05 "Capital controls and balance of payments crises", by Charles A. WYPLOSZ, February 1984.
- 84/06 "An uncertainty model of the professional partnership", by Gabriel A. HAWAWINI, November 1983.
- 84/07 "The geometry of risk aversion", by Gabriel A. HAWAWINI, October 1983.
- 84/08 "Risk, Return and equilibrium of the NYSE: update, robustness of results and extensions", by Gabriel A. HAWAWINI, Pierre MICHEL and Claude J. VIALLET, December 1983.
- 84/09 "Industry influence on firm's investment in working capital: theory and evidence", by Gabriel A. HAWAWINI, Claude J. VIALLET and Ashok VORA, January 1984.
- 84/10 "Impact of the Belgian Financial Reporting Act of 1976 on the systematic risk of common stocks", by Gabriel A. HAWAWINI and Pierre A. MICHEL, January 1984.
- 84/11 "On the measurement of the market value of a bank", by Jean DERMINE, April 1984.

- 84/12 "Tax reform in Portugal: a general equilibrium analysis of the introduction of a value added tax", by Antonio M. BORGES, December 1984.
- 84/13 "Integration of information systems in manufacturing", by Arnoud DE MEYER and Kasra FERDOWS, December 1984.
- 85/01 "The measurement of interest rate risk by financial intermediaries", by Jean DERMINE, December 1983, Revised December 1984.
- 85/02 "Diffusion model for new product introduction in existing markets", by Philippe A. NAERT and Els GIJSBRECHTS.
- 85/03 "Towards a decision support system for hierarchically allocating marketing resources across and within product groups", by Philippe A. NAERT and Els GIJSBRECHTS.
- 85/04 "Market share specification, estimation and validation: towards reconciling seemingly divergent views", by Philippe A. NAERT and Marcel WEVERBERGH.
- 85/05 "Estimation uncertainty and optimal advertising decisions", by Ahmet AYKAC, Marcel CORSTJENS, David GAUTSCHI and Ira HOROWITZ, Second draft, April 1985.
- 85/06 "The shifting paradigms of manufacturing: inventory, quality and now versatility", by Kasra FERDOWS, March 1985.
- 85/07 "Evolving manufacturing strategies in Europe, Japan and North-America", by Kasra FERDOWS, Jeffrey G. MILLER, Jinchiro NAKANE and Thomas E. VOLLMANN.
- 85/08 "Forecasting when pattern changes occur beyond the historical data", by Spyros MAKRIDAKIS and Robert CARBONE, April 1985.
- 85/09 "Sampling distribution of post-sample forecasting errors", by Spyros MAKRIDAKIS and Robert CARBONE, February 1985.
- 85/10 "Portfolio optimization by financial intermediaries in an asset pricing model", by Jean DERMINE.
- 85/11 "Energy demand in Portuguese manufacturing: a two-stage model", by Antonio M. BORGES and Alfredo M. PEREIRA.
- 85/12 "Defining a manufacturing strategy - a survey of European manufacturers", by Arnoud DE MEYER.
- 85/13 "Large European manufacturers and the management of R & D", by Arnoud DE MEYER.
- 85/14 "The advertising-sales relationship in the U.S. cigarette industry: a comparison of correlational and causality testing approaches", by Ahmet AYKAC, Marcel CORSTJENS, David GAUTSCHI and Douglas L. MacLACHLAN.

- 85/15 "Organizing a technology jump or overcoming the technological hurdle", by Arnoud DE MEYER and Roland VAN DIERDONCK.
- 85/16 "Commercial bank refinancing and economic stability: an analysis of European features", by Herwig M. LANGOHR and Antony M. SANTOMERO.
- 85/17 "Personality, culture and organization", by Manfred F.R. KETS DE VRIES and Danny MILLER.
- 85/18 "The darker side of entrepreneurship", by Manfred F.R. KETS DE VRIES.
- 85/19 "Narcissism and leadership: an object relations perspective", by Manfred F.R. KETS DE VRIES and Dany MILLER.
- 85/20 "Interpreting organizational texts", by Manfred F.R. KETS DE VRIES and Dany MILLER.
- 85/21 "Nationalization, compensation and wealth transfers: France 1981-1982", by Herwig M. LANGOHR and Claude J. VIALLET 1, Final version July 1985.
- 85/22 "Takeover premiums, disclosure regulations, and the market for corporate control. A comparative analysis of public tender offers, controlling-block trades and minority buyout in France", by Herwig M. LANGOHR and B. Espen ECKBO, July 1985.
- 85/23 "Barriers to adaptation: personal, cultural and organizational perspectives", by Manfred F.R. KETS DE VRIES and Dany MILLER.
- 85/24 "The art and science of forecasting: an assessment and future directions", by Spyros MAKRIDAKIS.
- 85/25 "Financial innovation and recent developments in the French capital markets", by Gabriel HAWAWINI, October 1985.
- 85/26 "Patterns of competition, strategic group formation and performance: the case of the US pharmaceutical industry, 1963-1982", by Karel O. COOL and Dan E. SCHENDEL, October 1985.
- 85/27 "European manufacturing: a comparative study (1985)", by Arnoud DE MEYER.
- 86/01 "The R & D/Production interface", by Arnoud DE MEYER.
- 86/02 "Subjective estimation in integrating communication budget and allocation decisions: a case study", by Philippe A. NAERT, Marcel WEVERBERGH and Guido VERSWIJVEL, January 1986.

- 86/03 "Sponsorship and the diffusion of organizational innovation: a preliminary view", by Michael BRIMM.
- 86/04 "Confidence intervals: an empirical investigation for the series in the M-Competition", by Spyros MAKRIDAKIS and Michèle HIBON.
- 86/05 "A note on the reduction of the workweek", by Charles A. WYPLOSZ, July 1985.
- 86/06 "The real exchange rate and the fiscal aspects of a natural resource discovery", by Francesco GIAVAZZI, Jeff R. SHEEN and Charles A. WYPLOSZ, Revised version: February 1986.
- 86/07 "Judgmental biases in sales forecasting", by Douglas L. MacLACHLAN and Spyros MAKRIDAKIS, February 1986.
- 86/08 "Forecasting political risks for international operations", by José de la TORRE and David H. NECKAR, Second Draft: March 3, 1986.
- 86/09 "Conceptualizing the strategic process in diversified firms: the role and nature of the corporate influence process", by Philippe C. HASPELAGH, February 1986.
- 86/10 "Analysing the issues concerning technological de-maturity", by R. MOENART, Arnoud DE MEYER, J. BARBE and D. DESCHOOLMEESTER.
- 86/11 "From "Lydiametry" to "Pinkhamization": misspecifying advertising dynamics rarely affects profitability", by Philippe A. NAERT and Alain BULTEZ.
- 86/12 "The economics of retail firms", by Roger BETANCOURT and David GAUTSCHI, Revised April 1986.
- 86/13 "Spatial competition à la Cournot", S.P. ANDERSON and David J. NEVEN.
- 86/14 "Comparaison internationale des marges brutes du commerce", par Charles WALDMAN, Juin 1985.
- 86/15 "How the managerial attitudes of firms with FMS differ from other manufacturing firms: survey results", by Mihkel TOMBAK and Arnoud DE MEYER, June 1986.
- 86/16 "Les primes des offres publiques, la note d'information et le marché des transferts de contrôle des sociétés", par B. Espen ECKBO et Herwig M. LANGOHR.
- 86/17 "Strategic capability transfer in acquisition integration", by David B. JEMISON, May 1986.
- 86/18 "Towards an operational definition of services", by James TEBOUL and V. MALLERET, 1986.
- 86/19 "Nostradamus: a knowledge-based forecasting advisor", by Rob R. WEITZ.

- 86/20 **"The pricing of equity on the London stock exchange: seasonality and size premium"**, by Albert CORHAY, Gabriel HAWAWINI and Pierre A. MICHEL, June 1986.
- 86/21 **"Risk-premia seasonality in U.S. and European equity markets"**, by Albert CORHAY, Gabriel A. HAWAWINI and Pierre A. MICHEL, February 1986.
- 86/22 **"Seasonality in the risk-return relationships some international evidence"**, by Albert CORHAY, Gabriel A. HAWAWINI and Pierre A. MICHEL, July 1986.
- 86/23 **"An exploratory study on the integration of information systems in manufacturing"**, by Arnoud DE MEYER, July 1986.
- 86/24 **"A methodology for specification and aggregation in product concept testing"**, by David GAUTSCHI and Vithala R. RAO, July 1986.
- 86/25 **"Protection"**, by H. Peter GRAY and Ingo WALTER, August 1986.
- 86/26 **"The economic consequences of the Franc Poincare"**, by Barry EICHENGREEN and Charles WYPLOSZ, September 1986.
- 86/27 **"Negative risk-return relationships in business strategy: paradox or truism?"**, by Karel COOL and Ingemar DIERICKX, October 1986.
- 86/28 **"Interpreting organizational texts"**, by Manfred KETS DE VRIES and Danny MILLER.



EURO-ASIA CENTRE

CAMPUS INSEAD

Boulevard de Constance
77309 Fontainebleau Cedex, France
Telephone (1) 60 72 40 40
Telecopy (1) 60 72 40 49
Telex 690389

EAC PUBLICATIONS LIST

January 1980 - October 1985

EAC RESEARCH PAPERS

(Academic papers based on the research of EAC faculty and research staff)

- n° 1 LASSERRE Philippe
A contribution to the study of entrepreneurship development in Indonesia. 1980.
- n° 2 BOISOT Max and LASSERRE Philippe
The transfer of technology from European to ASEAN enterprises: strategies and practices in the chemical and pharmaceutical sectors. 1980.
- n° 3 AMAKO Tetsuo
Possibilité d'un transfert à l'étranger des techniques japonaises de gestion du personnel: le cas français. 1982.
- n° 4 LEHMANN Jean-Pierre
Japanese management in Germany. 1982.
- n° 5 LEHMANN Jean-Pierre
La gestion japonaise en Allemagne. 1982.
- n° 6 AHMAD Reyaz
Japanese investments in ASEAN. 1983.
- n° 7 SCHÜTTE Hellmut
Unternehmensstrategische Aspekte der internationalen Expansion mittelständischer Unternehmen. 1983.
- n° 8 SCHÜTTE Hellmut
Wirtschaftliche Kooperation zwischen den ASEAN - Ländern und Nordrhein-Westfalen - Hemmungsfaktoren und Chancen für die deutsche Wirtschaft. 1983.

- n° 9 RABU Patrick
La présence française en Thaïlande. 1983.
- n° 10 SPRECKLEY Bridget
South Korean chemical industry opportunities for foreign firms. 1983.
- n° 11 SCHMITLIN Anne
La population active chinoise non-agricole. 1983.
- n° 12 CUNNINGHAM Marc
Marketing and distribution for multinational companies in Indonesia: an overview. 1983.
- n° 13 CHAPON Marie-Claude
Conditions de travail en Corée du Sud. 1984.
- n° 14 ISHIYAMA Yoshihide
The political economy of liberalisation of the financial system in Japan. 1984.
- n° 15 CHAPON Marie-Claude
Education in Korea. 1984.
- n° 16 SCHÜTTE Hellmut
Exportfreihandelszonen - schwindende Attraktivität durch neue Produktionstechnologien. 1984.
- n° 17 LASSERRE Philippe
Singapour comme centre régional. L'expérience d'entreprises françaises. 1985.
- n° 18 Von KIRCHBACH Friedrich
Patterns of export channels to developing Asia. 1984.
- n° 19 MITTER Rajan
A survey of European business in India. 1984.
- n° 20 SCHMITLIN Anne
Biens de production et biens de consommation en Chine. 1984.
- n° 21 SCHMITLIN Anne
Les investissements étrangers en Chine. 1985.

EAC BRIEFING PAPERS

(Short synopses by EAC faculty and research staff)

- n° 1 BOISOT Max and LASSERRE Philippe
Strategies and practices of transfer of technology from European to ASEAN enterprises. 1980.
- n° 2 HEADLEY Stephen
The partners of foreign investors in Indonesia: the tip of the ethnic iceberg. 1980.
- n° 3 HEADLEY Stephen
Foreword to government-business relations in Indonesia. 1980.
- n° 4 HEADLEY Stephen
Personnel management in Indonesia: How ?. 1980.
- n° 5 HEADLEY Stephen
Can you work for Honda and remain yourself ? The cultural dimension of Indonesian management. 1980.
- n° 6 CONWAY Bryony
The context of management development in Malaysia. 1980.
- n° 7 CONWAY Bryony
Racial balance in management in Malaysia. 1980.
- n° 8 CONWAY Bryony
Appropriate education for management in Malaysia. 1981.
- n° 9 CONWAY Bryony
Foreign enterprise and management development in Malaysia. 1981.
- n° 10 CONWAY Bryony
The Chinese Malaysian enterprise. 1982.

EAC REPRINTS

(Reprints of major articles published by EAC faculty and research staff)

- n° 1 de BETTIGNIES Henri-Claude
Japanese organizational behaviour: a psychocultural approach. 1973.
- n° 2 de BETTIGNIES Henri-Claude
The transfer of management know-how in Asia: an unlearning process. 1980.
- n° 3 de BETTIGNIES Henri-Claude
Korean management in the 1980's: the international challenge. 1980.
- n° 4 de BETTIGNIES Henri-Claude
La sociologie des organisations: le cas du Japon. 1980.
- n° 5 de BETTIGNIES Henri-Claude
Analyse des craintes françaises. 1980.
- n° 6 LASSERRE Philippe
L'Indonésie et ses potentiels. 1981.
- n° 7 LASSERRE Philippe
Transferts de technologie: des mariages difficiles. 1981.
- n° 8 LASSERRE Philippe
The new industrializing countries of Asia: perspectives and opportunities. 1981.
- n° 9 de RUGY Jacques
Le Japon prépare ses managers de demain à l'école de l'Occident. 1981.
- n° 10 AMAKO Tetsuo
Quand les entreprises japonaises intègrent la gestion américaine. 1982.
- n° 11 LASSERRE Philippe
Training: key to technological transfer. 1982.
- n° 12 de BETTIGNIES Henri-Claude
Can Europe survive the Pacific century ?. 1982.
- n° 13 LASSERRE Philippe
Strategic planning in South-East Asia: does it work ?. 1983.
- n° 14 LEHMANN Jean-Pierre
Japan and the world economy: international accountability vs national interests. 1982.
- n° 15 LEHMANN Jean-Pierre
Mutual images. 1982.
- n° 16 LASSERRE Philippe
Technology transfer from a business policy point of view. 1982.

- n° 17 LASSERRE Philippe
Co-ordinative practices in technology transfer. 1982.
- n° 18 ESMEIN Jean
Le Japon et l'Asie. 1982.
- n° 19 LASSERRE Philippe et Sé-Jung YONG
La modalité de l'acquisition de technologie dans les entreprises de pays en voie de développement. 1982.
- n° 20 de BETTIGNIES Henri-Claude
Stratégies japonaises: conséquences pour les firmes européennes. 1982.
- n° 21 SCHUTTE Hellmut
Drehscheibe aller Auslandsaktivitäten. 1983.
- n° 22 LEHMANN Jean-Pierre
International competition and the Japanese benchmarks of success: what has the West learned so far ?. 1983.
- n° 23 AHMAD Reyaz
Coping with Japan: Japanese investments in ASEAN and the need for rapid change. 1983.
- n° 24 de BETTIGNIES Henri-Claude
The challenge of management training in Asia. 1983.
- n° 25 LASSERRE Philippe
Strategic assessment of international partnership in ASEAN countries. 1983.
- n° 26 LEHMANN Jean-Pierre
Prospects for development in the current international environment - the issue of free trade vs protectionism. 1983.
- n° 27 LEHMANN Jean-Pierre
Perspectives de développement dans l'environnement international actuel. La question du libre commerce contre le protectionnisme. 1983.
- n° 28 CHAPON Marie-Claude
Labour conditions in South Korea - new needs, new directions. 1984.
- n° 29 SCHUTTE Hellmut
Micro-electronics versus cheap labour: questionmarks behind Asia's export successes. 1984.
- n° 30 de BETTIGNIES Henri-Claude
Introduction of the book, Le management est-il un art japonais?. 1984.

EAC FORUM AND CONFERENCE PAPERS

(Papers presented at the EAC's annual forum or by EAC teaching or research staff at academic conferences).

- n° 1 LASSERRE Philippe
Robots and flexible manufacturing systems: their contribution to the productivity dilemma. London, 1981.
- n° 2 HUGUENIN Patrick and DEBROUX Philippe
European, Japanese and American investment in ASEAN. Singapore, 1981.
- n° 3 PIGOSSI Richard
American investment in ASEAN: present situation and perspectives. Singapore, 1981.
- n° 4 TAMAO Toyomitsu - Edited by DEBROUX Philippe
Japan's direct investments in ASEAN - current situation and prospects. Singapore, 1981.
- n° 5 LASSERRE Philippe
Euro-ASEAN transfer of technology: some experiences and their implications for training. Kuala Lumpur, 1981.
- n° 6 AMAKO Tetsuo
Relations entre les structures d'entreprises et les technologies au Japon - passé et avenir. Paris, 1982.
- n° 7 AMAKO Tetsuo
Transférabilité de la gestion japonaise et cercles de qualité en France. Paris, 1982.
- n° 8 DURHAM Kenneth
Protectionism, trade distortion and Euro-Asian relationships. Frankfurt, 1982.

EAC DOCUMENTATION SERIES

- n° 1 A bibliography on Japan
Resources of the Euro-Asia Centre and INSEAD Library.
July 1982. 108 pages.
- n° 2 A bibliography on ASEAN and ASEAN countries
Resources of the Euro-Asia Centre and INSEAD Library.
February 1983. 103 pages.
- n° 3 A bibliography on the People's Republic of China
Resources of the Euro-Asia Centre and INSEAD Library.
August 1982. 18 pages.
- n° 4 A bibliography on Asia
Resources of the Euro-Asia Centre and INSEAD Library.
February 1982. 25 pages.
- n° 5 A bibliography on South Korea, Hong Kong and Taiwan
Resources of the Euro-Asia Centre and INSEAD Library.
January 1982. 22 pages