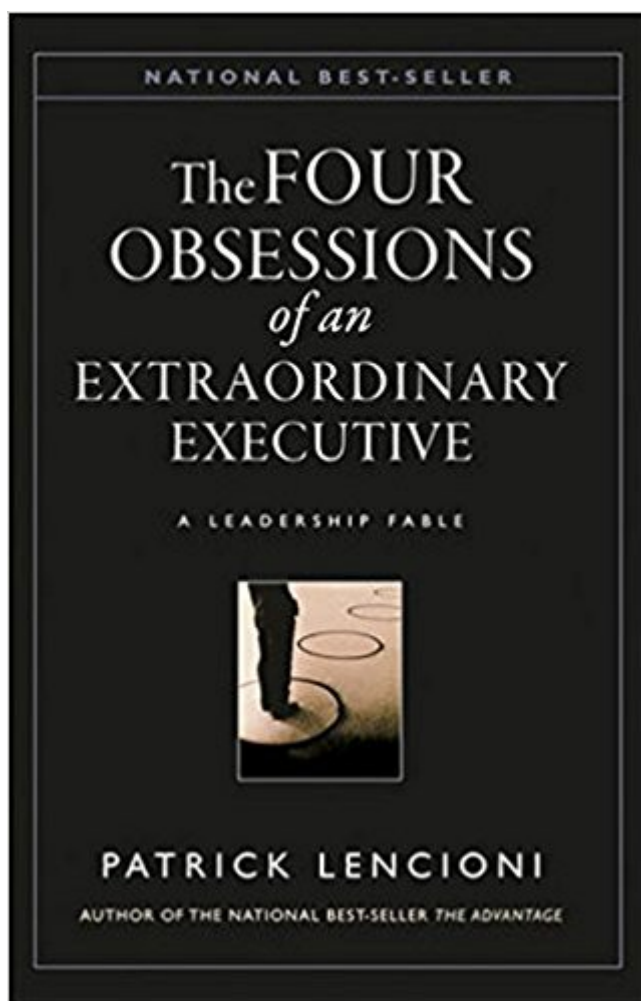


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# The Four Obsessions Of An Extraordinary Executive: A Leadership Fable



## Synopsis

In this stunning follow-up to his best-selling book, *The Five Temptations of a CEO*, Patrick Lencioni offers up another leadership fable that's every bit as compelling and illuminating as its predecessor. This time, Lencioni's focus is on a leader's crucial role in building a healthy organization--an often overlooked but essential element of business life that is the linchpin of sustained success. Readers are treated to a story of corporate intrigue as the frustrated head of one consulting firm faces a leadership challenge so great that it threatens to topple his company, his career, and everything he holds true about leadership itself. In the story's telling, Lencioni helps his readers understand the disarming simplicity and power of creating organizational health, and reveals four key disciplines that they can follow to achieve it.

## Book Information

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## Customer Reviews

Allegories and parables have long been effective ways to impart serious bits of knowledge and wisdom without getting too pedantic, and business readers seem increasingly receptive to sensible management theory that employs this lively age-old literary technique. *Obsessions of an Extraordinary Executive*, a "leadership fable" by Patrick Lencioni, continues the trend with a solid prescription for organizational health--aiming for less politics, lower turnover, more productivity, and higher morale. Presented as a fictional tale of two technical consultants and their competing companies, the story is structured in a fashion that recalls his previous book (*The Five Temptations of a CEO*, whose main character and firm are even slipped into this narrative). Lencioni uses this

hypothetical setting to show how his concepts might look and work in the real world. In this case, his "four disciplines at the heart of making any organization world class" are revealed and explained through the philosophy and behavior of Rich O'Connor of Telegraph Partners. Build and maintain a cohesive leadership team, create organizational clarity, communicate organizational clarity, and reinforce organizational clarity through human systems. Through his tale of Telegraph and its rival Greenwich Consulting, Lencioni illustrates how these principles can be beneficially employed--and how an organization can be stymied when they're missing. The story moves quickly and is followed by a comprehensive analytical summary, which includes self-assessment tools and suggestions for putting the ideas into practice. --Howard Rothman

This fictional tale by a screenwriter and head of a consulting firm that specializes in organizational development is billed not as a novel but as a "leadership fable." Just like Lencioni's earlier *The Five Temptations of a CEO* (1998), this new "fable" serves as a vehicle to illustrate the author's philosophy of management. The story is short and simple, but its lesson is large. Organizations must not only be smart; they must be healthy. For one thing, healthy companies can make themselves smarter, but unhealthy organizations squander intellectual advantage through infighting and cross-purposes. To drive home his moral, Lencioni follows his story with a discussion that explicitly sets down his four "actionable steps," or disciplines, that are the hallmark of a healthy organization--build a leadership team, create organizational clarity, communicate that clarity, and then reinforce it through human systems. Lencioni offers concrete examples of steps to take to establish these disciplines and suggests ways to assess whether they have been effective. David Rouse

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This book is a fairly decent fable on running a business. Patrick builds up the story about two rival companies, but despite being rivals, one outperforms the other constantly. Patrick starts the story by describing each firm and the internal clockwork that keeps them running. He then goes on to describe the rival company that's constantly outperforming the other. which all boils down to 4 disciplines on a yellow sheet of paper, but we don't get to find out until the end of the story. And that's when it gets really goodThe 4 disciplines turn out to be simple, yet powerful things. and if we as CEOs can incorporate this behaviour in our firms, then we would be winning too. Well once the other firm isn't doing this... also i must mention that Patrick has one of the best writing styles i have ever seen, i felt fairly relaxed as i relished the jolly welcoming font he used in this book, i liked how he broke up the paragraphs so that you felt as if you could take a breather to think about what he

said for a few mins or more, and then get back into it. As opposed to other books that have a tendency to let their paragraphs lead onto 4 pages or more. I'll be the first to tell you I haven't read a million books as I've seen others do but I have read 70 books+ so I feel I'm fairly qualified to say such a thing. Verdict: If you're new to "how to run a corporation" type books, this will be really beneficial to you, on the other hand. If you're fairly learnt in this area, then it will probably serve as an enjoyable fable that you managed to pick up some decent tips from. Physical Quality: This hard cover is strong, the title cover material is of respectable calibre. Feel free to contact me at [moneymavericks92@gmail.com](mailto:moneymavericks92@gmail.com)

One of my favorite leadership books is Patrick Lencioni's *The Five Dysfunctions of a Team* because the parable format is highly suitable to demonstrating the concepts that prevent teams from becoming cohesive and the actions to increase cohesiveness really make a business impact. This book is a welcome addition to Lencioni's library on leadership and I took quite a bit away from it. I give it 4 stars only because the parable portion of the book wasn't nearly as compelling as that of the aforementioned *TFDOAT*. Very quick read and very actionable insights here. Check it out!

I was caught up with the genre of this series of books for the "*5 Dysfunctions of a Team*." I have read nearly everything in the series and really enjoy the format, ease of reading, and the writer's style. As a leader of a church, I am always looking to improve my effectiveness to oversee an organization. Not all lessons from the "business world" apply perfectly, but I have found that even in the cases where there is no direct correlation, it is good to understand how those in the business world think. Beyond that, the principles that Lencioni communicates can usually be adapted to my particular context. What drew me to this book was the emphasis on the role of the senior leader in a company. The fable involves how the CEO interacts with his management team and how, in the most successful companies, there is a dogged determination to remain committed to the "most" important things. A CEO could become involved in a number of aspects of company operations; however, he is most effective in developing his senior leadership team, bringing clarity of purpose (vision) in every decision and direction, communicating that vision/direction "ad nauseum," and reinforcing the clarity through the human systems of the organization. Now I did not just share any new insights or upend some popular "B School" teaching; rather, I just shared what Lencioni reinforced throughout the book. A senior leader who focuses on these aspects of the organization can allow his senior leadership to carry out the task in the most effective way for their particular area of responsibility. While there is no "new" information or "magic pill" related in this book, there is a

huge opportunity for the leader to evaluate his/her own organizational health, persona leadership effectiveness, and to make adjustments accordingly. I recommend the book highly to all leaders who are responsible for "shepherding" the vision and overseeing the direction of an organization. If you ever wanted "permission" to pull back from for the intricacies of the details and focus on what you do best...this is the book for you.

Really a good solid book. If you want to consider what makes life work for others ... this has some real good information.

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