

## **Situation Statement No. 1**

“Being a leader has become a mantra. It is a presumed path to money and power; a medium for achievement, both individual and intuitional; and a mechanism for creating change sometimes–though hardly always–for the common good.

But there are other, parallel truths: that leaders of every sort are in disrepute; that the tireless teaching of leadership has brought us no closer to leadership nirvana than we were previously; that we don’t have much better an idea of how to grow good leaders, or of how to stop or at least slow bad leaders, than we did a hundred or even a thousand years ago; that the context is changing in ways leaders seem unwilling or unable fully to grasp; that followers are becoming on the one hand disappointed and disillusioned, and on the other entitled, emboldened, and empowered; and lastly, that notwithstanding the enormous sums of money and time that have been poured into trying to teach people how to lead, over its roughly forty-year history the leadership industry has not in any major, meaningful, measurable way improved the human condition” (Kellerman, 2012: xiv).

Kellerman, B. (2012), *The End of Leadership*, New York: Harper Collins.