Foreward

This first book by Mary Lippitt will make a difference in the way many of us think about leading organizations.

This is not surprising. For more than a half century, the Lippitt name has been associated with pioneer thinking and research in the fields of leadership, group dynamics, and organization development. Ronald and Gordon Lippitt were leaders in the social science studies and experimentation that revolutionized our thinking about the way groups and organizations should be managed for optimal results. Now Gordon's daughter and Ron's niece, Dr. Mary Lippitt, adds to the Lippitt legacy with this in-depth look at how to lead a modern organization.

The premise of this book is that organizations go through a life cycle of six phases, each with its own priorities, and that leaders need to pay attention to those underlying requirements as they grapple with a variety of management problems. Dr. Lippitt presents a clear model and point of view but realistically cautions managers not to be enslaved by them. She conceives of leadership as a balancing act in which the leader must grapple with both strategic and tactical issues and problems—attending to both internal and external forces—and always "keep their eyes on the prize." The book is alive with examples of how this has been done in organizations large and small.

The Leadership Spectrum combines a fresh perspective with solid research and an understanding of practical organizational problems. It presents a clear framework for thinking about organizational problems

without prescribing simple solutions. It will be helpful to managers who want to take a fresh look at their organization, their concerns, and their management practices.

—Warren H. Schmidt
Chairman, World Heritage Foundation