

Book Review

SAMUEL B. MAGILL, Editor

HOW TO SELECT AND DEVELOP LEADERS

By Jack W. Taylor

McGraw-Hill Company, New York
\$6.50 262 pp.

This is a book about the basic qualities of leadership and how to develop them among one's subordinates, which is written in a chatty, down-to-earth style very much like a person-to-person visit with the author. The guiding intent is to advise business executives on the exacting process of finding, motivating, and developing, persons who will be willing to accept the responsibilities of leading others within the organizational setting.

It takes time and money to make a leader. The cost of selecting and training a good first-line leader may exceed \$10,000. This is the hardest job of management, but is also the most rewarding, in the author's opinion.

The text follows a logical plan of development. After an introductory chapter entitled "why bother" in which the toll of improper selection procedures is luridly described, the qualities to be looked for, and the techniques for identifying potential candidates, are listed in specific detail. The greater part of a chapter is devoted to quotations and definitions concerning leadership, which serve to point out how baffling and variable this elusive quality is. The author's own thought is that it is a quality which flows between people and impels some

of them to do things which the others want them to do.

Leadership ability can be developed, the author concludes, and he gives much space to development needs, methods of instruction, coaching, and procedural plans. Ultimately, he states, it is the potential leader himself who does the development job. The executive's task is primarily to motivate these embryo leaders to want to do their own developing, and then to nurture and encourage them throughout the various stages of this delicate yet rewarding process. Eighteen procedural units are described which can be employed in a development program, case histories are given, and a 26-week training course is shown.

The author, Jack W. Taylor, is Director of Management Development of the Packaging Corporation of America.

S. B. M.

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