



**New Zealand managers lack quality people leadership skills - indicating a lack of courage - an essential component of quality leadership.**

The results of the fourth NZIM Management Capability Index 2006 tell us that Kiwi managers are lacking in specific management skill and talent areas – Visionary & Strategic Thinking, People Leadership, Performance Leadership and Organisational Capability. In fact, over the past four years the Index shows that our capabilities are declining. Yet each of these skills are essential in our leaders if New Zealand is to successfully compete in the global and local markets.

In her first book *Workplace Bullying* (2003), management consultant Andrea W. Needham exposed the ugly truth about what can go on in organisations when dominant personalities are allowed to intimidate those around them especially at the senior level. Now, in *Courage at the Top*, she continues the theme she raised in her first book, that the presence of strong, competent leadership does not allow such destructive behaviours to exist.

Endorsed by Michael Barnett, Chief Executive of the Auckland Chamber of Commerce, *Courage at the Top* is an invaluable resource for all employees and employers.

“There is no room for bullying or any destructive behaviour in leadership. Andrea’s new book, *Courage at the Top: Igniting the Leadership Fire*, is an expression of her aim to stamp out all destructive management behaviour from the work environment, and replace it with leadership attributes that are more consistent with today’s workplace values. Her observations, experiences and analysis give insight into management behaviours that help and hinder staff and business development... This book provides a sense of the leadership style and values that are necessary to succeed in the future.”  
 – Michael Barnett, Chief Executive, Auckland Chamber of Commerce.

**What makes a good leader?** Is it vision? Is it knowledge? Is it people management skills? Is it business management skills? After years of working with some brilliant and some not so brilliant leaders throughout the world Andrea W. Needham has identified the one quality that is essential for effective leadership and that quality is courage.

Andrea W. Needham defines leadership courage as the courage to set and stand up for acceptable standards of management and leadership, and in particular, the need to address behaviour by peers at the senior and middle management levels. This focus is not only because employees in our organisations deserve competent and inspirational leadership, but also because the cost of toxicity of incompetent management has a bottom line impact longer term.

*Courage at the Top* includes case-studies which reveal why courage is so essential in a good leader, and provides an action plan to help organisations appoint and foster leaders with the courage required to achieve the best possible outcomes. The author also demonstrates the damaging effects of incompetent managers such as Cowards, Bullies, Jerks and Technocrats.

Written in an accessible style, the issues discussed in *Courage at the Top* are relevant to a wide range of organizations – from businesses of all sizes to school boards of trustees, multi-national companies and government departments. Employees will become empowered when they read that many of the management behaviours that they observe and experience are simply not okay.



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**COURAGE AT THE TOP: Igniting the Leadership Fire  
 by Andrea W. Needham**

**Published 1 September 2008 | \$40.00 | Penguin**

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## THE BOTTOM LINE

The bottom line is that leadership is a privilege – not a right. Boards must go out of their way to ensure beyond reasonable doubt that the individual in the CEO (GM/MD/Principal) role is the best individual they can possibly find. It is the single biggest, most impactful and strategic decision any board can make.

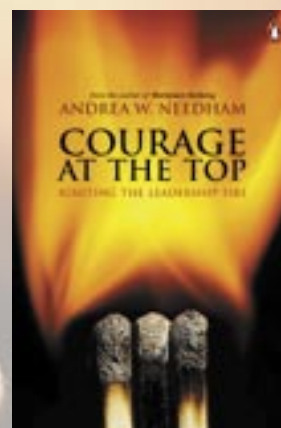
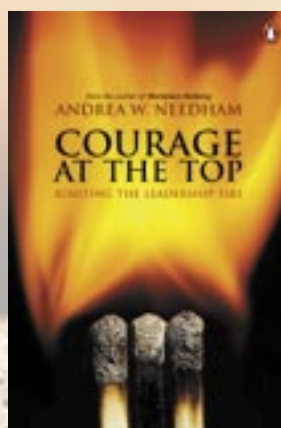
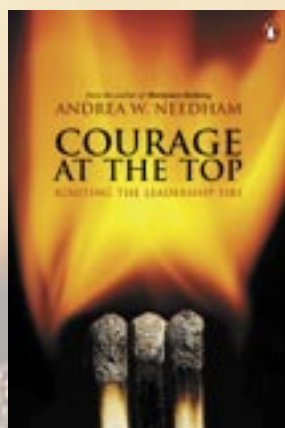
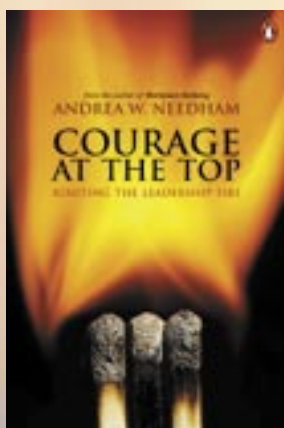
"This book has been written to give readers an insight into the significant damage to individuals and companies occurring as a result of a failure to address poor management. It is hoped that it will help the good managers garner the courage to speak up and begin to transform the work environment. This takes the true courage that defines a real leader." Andrea W. Needham



### ABOUT THE AUTHOR:

Andrea W. Needham is a management consultant and strategic HR specialist with experience in New Zealand and overseas. Andrea returned to New Zealand in the mid 1990s after a 25 year successful career in the UK and the USA. Her first book, *Workplace Bullying*, was published in 2003 and she has subsequently become New Zealand's leading authority on this subject. Andrea W. Needham lives in Oakura, Taranaki and travels frequently to cities around New Zealand and overseas to assist organisations seeking to develop leadership talent.

**ANDREA W. NEEDHAM  
IS AVAILABLE FOR INTERVIEW**



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