

ANNIVERSARY EDITION

The **FIVE**
TEMPTATIONS
of a **CEO**

A LEADERSHIP FABLE



WITH
A NEW
INTRODUCTION
FROM THE
AUTHOR

PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER
THE ADVANTAGE

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Advance praise for the first edition of *The Five Temptations of a CEO*

“A must-read for all leaders, not just CEOs. Take it from someone who has been tempted. Better than a personal coach.”

—**Boyd Clarke**, *president and CEO, The Tom Peters Group*

“Pat Lencioni delivers a provocative message: CEOs mainly have themselves to blame when things go wrong. If you’re a CEO (or any manager for that matter), do you have the courage to face the blame? Doing so could change your future—for the better.”

—**Dr. Jerry Porras**, *coauthor, Built to Last; professor Stanford School of Business*

“A truly enjoyable story. I found myself immediately trying to decide whether I had fallen victim to the temptations. I think most executives will be able to recognize parts of themselves in this well-written, enlightened book!”

—**Ellyn McColgan**, *president, Fidelity Investments Tax Exempt Services Co.*

“What a pleasure! Reading *The Five Temptations of a CEO* was like taking a refreshing look in the mirror and really seeing what was there. There is a little of Andrew O’Brien in all of us and, at times, a lot of him in many of us. What a useful tool this book can be for many CEOs.”

—**Lenny Wilkens**, *the winningest coach in NBA history*

“This book provides extraordinary insight into the pitfalls that leaders face when they lose sight of the true measure of success—results. This model is required reading for my staff.”

—**Dr. Eric Schmidt**, *chairman and CEO, Novell Corporation*

“The most fascinating book I have ever read about management. Pat Lencioni thrusts into the psyche of a CEO in an extremely shrewd manner and reveals the vulnerabilities there. I could not help but feel that I was the one being confronted while reading it.”

—Tadao Kobayashi, Executive Vice President, American Honda Motor Company

“Lencioni goes right to the core of what is at once simple and profoundly hard to do as a leader: to take actions that are conscious and honest, always. He challenges us to be authentic—at precisely those moments when we are most tempted to act out of ego, vanity, or fear. When I am doing a good job, I’m aware of following the principles he suggests.”

—Dr. Diane Flannery, CEO, Juma Ventures

“Leadership is about motivating others to achieve superior results. It demands that individuals rise above the inherent human temptations so clearly articulated in this book. Insightful and entertaining, *The Five Temptations of a CEO* provides a practical construct that will help every general manager become more effective.”

—Thomas J. Tierney, Worldwide Managing Partner, Bain & Company

“I normally cringe every time someone insists I read yet another book on leadership or corporate philosophy, but I must admit I warmed up to *The Five Temptations of a CEO* quickly—plain English, simple truths, eminently digestible.”

—Graham Spanier, President, Penn State University

“A fast-reading page-turner that puts things in their proper perspective—it makes you realize that corporate life is not as complicated as you think.”

—Sal Schiliro, Publisher, Street & Smith’s Sports Group

“*The Five Temptations of a CEO* tells it like it really is at the top. In vivid prose storytelling, Lencioni depicts the challenge and inspiration of overcoming the five deceptively simple barriers to successful leadership.”

—John Alexander, President, Center for Creative Leadership

“Pat Lencioni has written a compelling and delightful parable. *The Five Temptations of a CEO* blends Pat’s brilliant storytelling ability with his extensive practical experience. It gives us a vibrant illustration of the success factors for leadership in business . . . and in life. Anyone, CEO or otherwise, can benefit from this book.”

—**Terry Pearce**, author, *Leading Out Loud*; Senior Vice President, Executive Communication, Charles Schwab & Co.; Lecturer, Haas School of Business, University of California, Berkeley

“*The Five Temptations of a CEO* is a powerful book. Powerful in its simplicity, powerful in its honesty, powerful in its humanity. Pat Lencioni is a wise and engaging storyteller who knows from real close up what it takes to survive and thrive in one of the loneliest places on the planet—the boss’s office!”

—**Jim Kouzes**, coauthor, *The Leadership Challenge and Credibility*; Chairman, Tom Peters Group/Learning Systems

“Outstanding! I’ve read many management books and this one is great! All managers can learn from this quick-reading, honest, and simple to understand book. It is a must read if you want to improve your executive management skills. I’ve made a wallet-sized reference card of the five temptations so that I don’t stray.”

—**Michael Rowe**, President and Chief Operating Officer, New Jersey Nets

“*The Five Temptations* gets to a level of organizational truth in a compelling way. It will change the way we look at our behavior and priorities without feeling guilty. The late-night commute home will never be the same. . . .”

—**Richard A. Moran**, best-selling author, *Never Confuse a Memo with Reality*

“Take it from a confirmed ‘business book basher’: *The Five Temptations of a CEO* is not singing the same old song. No jargon, no pseudo-science, no strained sound-bites, no tedium—just a percipient parable for those on whom others depend for leadership.”

—**Mitch Daniels**, Senior Vice President, Corporate Strategy and Policy, Eli Lilly and Company

“Lencioni understands the subtle but critical challenges that every CEO must ultimately face.”

—**Mark Hoffman**, President and CEO, CommerceOne

“Some practical and profound choices for leaders at all levels—in any organization! The fable is a great way to get hooked.”

—Tom Kurtz, architect, coach, navigator, facilitator for organization breakthrough, Procter and Gamble

“Good CEOs are going to love this book. Bad CEOs will be disturbed by it because they’re going to realize that all the problems in the organization start with them.”

—Mark Talucci, President and CEO, The Sak

“Most of us have succumbed to one or more of the ‘temptations’ described in this book—but not for long. This book is worthy of the attention of any CEO or manager at any level.”

—Timothy F. Finley, Chairman and CEO, Jos. A. Bank Clothiers

“A good story that conveys wisdom for all human institutions, certainly including not-for-profits.”

—Brian O’Connell, Founding President, Independent Sector

“Using a ‘novel’ format, Lencioni guides not only CEOs, but also all managers, to a more productive way of thinking . . . and acting!”

—David Chilton, author, *The Wealthy Barber*

“*The Five Temptations of a CEO* really got me thinking. It made me reexamine my own performance and gave me some insights on how I could do my job better.”

—Jerome L. Dodson, President, *The Parnassus Fund*

“Lencioni has found a great way to communicate about the issues we face as leaders. . . . A quick, easy, enjoyable read!”

—John Stoner, President and General Manager, *True Temper Hardware*

“Well, well, well. I am tempted to read it again! Would that make the sixth temptation? I actually read it on vacation and could not put it down. A very clever approach to bringing clarity to the CEO mystique and process. In leading my own initiatives, these concepts were abundantly relevant. I look forward to providing a copy of this to all the CEOs in our portfolio.”

—Rick Patch, Partner, *Sequel Venture Partners*

Also by Patrick Lencioni

The Four Obsessions of an Extraordinary Executive

The Five Dysfunctions of a Team

Death by Meeting

Overcoming the Five Dysfunctions of a Team

Silos, Politics, and Turf Wars

The Truth About Employee Engagement

The Three Big Questions for a Frantic Family

Getting Naked

The Advantage

The Ideal Team Player

The Motive

The Five Temptations of a CEO

A LEADERSHIP FABLE

Patrick Lencioni

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TRIBUTE

It's hard to believe that it has been ten years since Patrick Lencioni burst onto the national scene with his best-selling book, *The Five Temptations of a CEO*. I never will forget reading that book for the first time and learning about the five temptations:

- Temptation #1: Choosing status over results
- Temptation #2: Choosing popularity over accountability
- Temptation #3: Choosing certainty over clarity
- Temptation #4: Choosing harmony over conflict
- Temptation #5: Choosing invulnerability over trust

Since this book came out in 1998, Patrick has had even greater success with *The Five Dysfunctions of a Team*, *The Three Signs of a Miserable Job*, *Death by Meeting*, *Silos Politics and Turf Wars*, and *The Four Obsessions of an Extraordinary Executive*. These books have become business classics—and required reading for Orlando Magic employees—and have lifted Patrick to a highly treasured slot as one of America's business gurus. You will not want to miss absorbing the many truths and life lessons that he offers.

I have shared the speaking podium with Patrick on a number of occasions. He's an even better speaker than writer, if that is possible. His ability to mesmerize an audience with humor, brutal frankness, and wise counsel makes him a highly sought-after lecturer. I am most impressed, however, with Patrick's people skills. Despite his awesome success

and fame, he remains approachable as he is never too busy or distracted to spend time talking with his fans.

I predict that *The Five Temptations of a CEO* will have greater success on the second go-round than on the first. If you missed it before be sure to read it thoroughly and then start applying the valuable lessons to your life immediately. Your success as a CEO is guaranteed to reach the highest levels.

Pat Williams
April 2008