



# WHY CEOs FAIL

THE 11 BEHAVIORS THAT CAN DERAIL  
YOUR CLIMB TO THE TOP  
— AND HOW TO MANAGE THEM

DAVID L. DOTLICH  
PETER C. CAIRO

FOREWORDS BY RAM CHARAN, COAUTHOR OF *Execution*,  
AND ROBERT HOGAN

## CONTENTS

Foreword	<i>by Ram Charan</i>	xi
Foreword	<i>by Robert Hogan</i>	xiii
Introduction		xvii
<b>CHAPTER ONE</b>	<b>Arrogance: You're Right and Everybody Else Is Wrong</b>	<b>1</b>
<b>CHAPTER TWO</b>	<b>Melodrama: You Always Grab the Center of Attention</b>	<b>13</b>
<b>CHAPTER THREE</b>	<b>Volatility: Your Mood Shifts Are Sudden and Unpredictable</b>	<b>27</b>
<b>CHAPTER FOUR</b>	<b>Excessive Caution: The Next Decision You Make May Be Your First</b>	<b>39</b>
<b>CHAPTER FIVE</b>	<b>Habitual Distrust: You Focus on the Negatives</b>	<b>51</b>
<b>CHAPTER SIX</b>	<b>Aloofness: You Disengage and Disconnect</b>	<b>63</b>
<b>CHAPTER SEVEN</b>	<b>Mischievousness: You Know That Rules Are Only Suggestions</b>	<b>77</b>
<b>CHAPTER EIGHT</b>	<b>Eccentricity: It's Fun to Be Different Just for the Sake of It</b>	<b>91</b>
<b>CHAPTER NINE</b>	<b>Passive Resistance: Your Silence Is Misinterpreted as Agreement</b>	<b>103</b>

<b>CHAPTER TEN</b>	Perfectionism: You Get the Little Things Right While the Big Things Go Wrong	115
<b>CHAPTER ELEVEN</b>	Eagerness to Please: You Want to Win Any Popularity Contest	127
<b>CHAPTER TWELVE</b>	Why CEOs Succeed	139
	Bibliography	151
	Acknowledgments	157
	About the Authors and CDR International	161
	Index	165