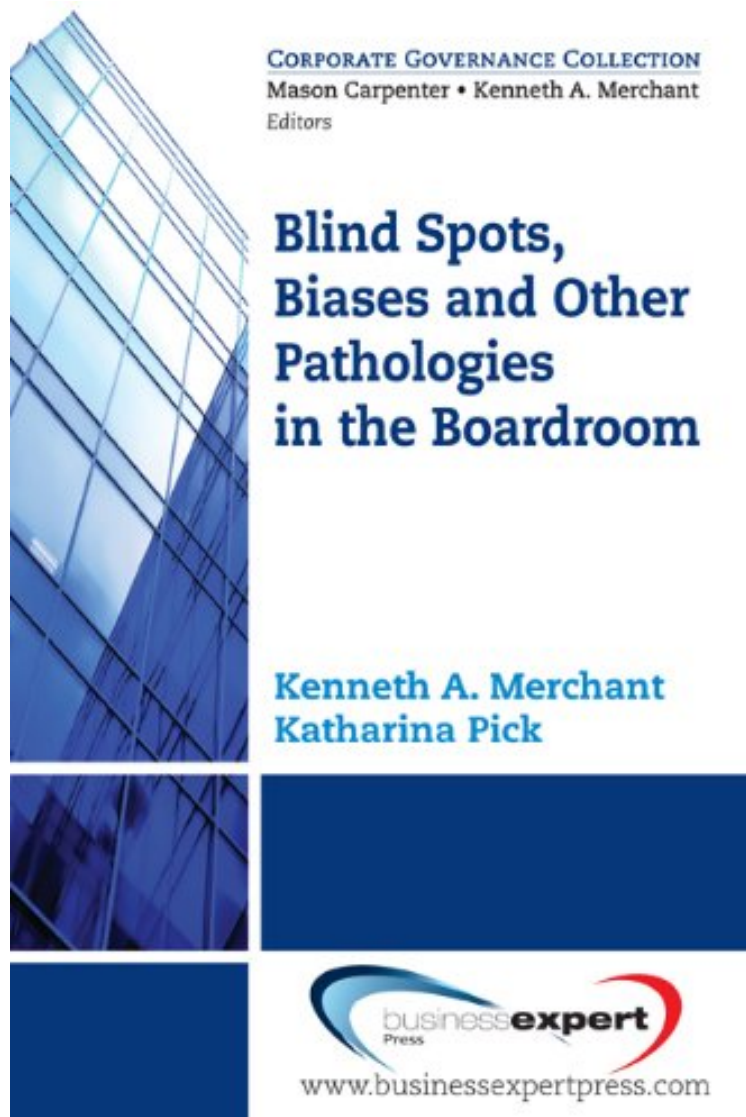


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Blind Spots, Biases and Other Pathologies in the Boardroom (Corporate Governance Collection)

Kenneth A. Merchant

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Kenneth A. Merchant : Blind Spots, Biases and Other Pathologies in the Boardroom (Corporate Governance Collection) before purchasing it in order to gage whether or not it would be worth my time, and all praised Blind Spots, Biases and Other Pathologies in the Boardroom (Corporate Governance Collection):

In this book we argue that as a first step it is important to recognize these group dynamics and the problems they cause. Some of them can be minimized through, for example, properly designed decision processes. Others are more complicated. But all of them need to be recognized and understood so that we can properly shape our expectations of the degree and quality of oversight corporate boards of directors can provide, and so that we can turn our energy toward the many group level factors that could improve board performance going forward.

"This book can be used as an important guide to avoid the poor group dynamics behavior trap that has caused failed leadership in the boardroom. The recognition of how appropriate group dynamics can shape the degree and quality of board oversight will be welcomed by the Governance community." --Edward B. Merino, CEO, Office of the Chairman
This book is a welcome addition to the governance literature. It reminds us that regulation is a blunt instrument for improving board performance and that real reform cannot occur without a deeper, behavioral understanding of how boards and directors function. Academics and practitioners alike will find plenty to think about in this welcome addition to the literature. --Cornelis A. de Kluyver, Masatoshi Ito Professor of Management, Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University
"This book is must reading for all members of boards of directors, and especially for those who would lead such groups. It focuses on the critical missing link in the many discussions about governance and the functioning of boards of directors and what actually can go wrong in board room discussions. Understanding and recognizing these common board room dysfunctions is an essential first step that directors must take to assure more successful board meetings and improved governance." --Jay W. Lorsch is the Louis Kirstein Professor of Human Relations at the Harvard Business School
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About the Author
Kenneth A. Merchant is with Deloitte Touche, LLP Chair of Accountancy and former dean of the Leventhal School of Accounting, University of Southern California. His academic career includes 30 years of teaching experience at USC and Harvard. Earlier in his career, he was a department controller at Texas Instruments, Inc. and a senior consultant with Ernst Ernst (now Ernst Young). Over the years he has also worked as a freelance consultant/instructor for many organizations and has served on four corporate boards of directors. Katharina Pick is a Visiting Assistant Professor of Organizational Behavior at the Peter F. Drucker and Masatoshi Ito Graduate School of Management. Dr. Pick has been engaged in research on corporate boards since 1998, observing board meetings and interviewing over 100 directors. She has provided fieldwork for two books on boards (Back to the Drawing Board, Carter and Lorsch 2004; Building Better Boards, Nadler, Behan, and Nadler 2005), and conducted two original qualitative research studies on boards for her PhD work.