LEADERSHIP

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What do effective leaders do?
- Set strategy
- Motivate
- Create a mission
- Build a culture

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What *should* effective leaders do?
* Get results!!

Still, effective leadership eludes many people and organizations. Until recently, virtually no quantitative research has demonstrated which precise leadership style yields positive results.

EMOTIONAL INTELLIGENCE

The ability to manage ourselves
and our relationships effectively.

Measured by four capabilities that
have specific sets of competencies.

EMOTIONAL INTELLIGENCE

- Self-awareness
  - *Emotional self-awareness*
  - *Accurate self-assessment*
  - *Self-confidence*

EMOTIONAL INTELLIGENCE

- Self-management
  - *Self-control*
  - *Trustworthiness*
  - *Conscientiousness*
  - *Adaptability*
  - *Achievement orientation*
  - *Initiative*

EMOTIONAL INTELLIGENCE

- Social awareness
  - *Empathy*
  - *Organizational awareness*
  - *Service orientation*

EMOTIONAL INTELLIGENCE

- Social skill
  - *Visionary leadership*
  - *Influence*
  - *Developing others*
  - *Communication*
  - *Change catalyst*
  - *Conflict management*
  - *Building bonds*
  - *Teamwork and collaboration*

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Six styles of leadership
- *Coercive*
- *Authoritative*
- *Affiliative*
- *Democratic*
- *Pacesetting*
- *Coaching*

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The *coercive* leadership style	
The leader's modus operandi	Demands immediate compliance
The style in a phrase	"Do what I tell you."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control
When the style works best	In a crisis, to kick start a turnaround, or with problem employees
Overall impact on climate	Negative

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The coercive leadership style
- The least favorable leadership style
  in most situations
- Flexibility is hardest hit
- People are alienated from their jobs
- Appropriate during emergencies

Most high-performing employees are motivated by more than money.

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The *authoritative* leadership style	
The leader's modus operandi	Mobilizes people toward a vision
The style in a phrase	"Come with me."
Underlying emotional intelligence competencies	Self-confidence, empathy, change catalyst
When the style works best	When changes require a new vision, or when a clear direction is needed
Overall impact on climate	Most strongly positive

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The authoritative leadership style
- The most effective leadership style – works well in almost every situation (a visionary)
- Hallmarks = vibrant enthusiasm and clear vision
- Maximizes commitment to the organization's goals and strategy

This approach fails when a leader is working with a team of experts or peers who are more experienced than he or she is.

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The *affiliative* leadership style	
The leader's modus operandi	Creates harmony and builds emotional bonds
The style in a phrase	"People come first."
Underlying emotional intelligence competencies	Empathy, building relationships, communication
When the style works best	To heal rifts in a team or to motivate people during stressful circumstances
Overall impact on climate	Positive

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The affiliative leadership style
- Offers ample feedback
- Builds team harmony
- Should not be used alone (poor performance can go uncorrected and mediocrity can be perceived as being tolerated)

The affiliative leadership style should be used with the authoritative leadership style.

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The *democratic* leadership style	
The leader's modus operandi	Forges consensus through participation
The style in a phrase	"What do you think?"
Underlying emotional intelligence competencies	Collaboration, team leadership, communication
When the style works best	To build buy-in or consensus, or to get input from valuable employees
Overall impact on climate	Positive

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The democratic leadership style
- Builds trust, respect, and commitment
- Keeps morale high
- Drives up flexibility and responsibility
- Works best when the leader is unsure of needs

One of its more exasperating consequences can be endless meetings where ideas are mulled over, consensus remains elusive, and the only visible result is scheduling more meetings.

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The *pacesetting* leadership style	
The leader's modus operandi	Sets high standards for performance
The style in a phrase	"Do as I do, now."
Underlying emotional intelligence competencies	Conscientiousness, drive to achieve, initiative
When the style works best	To get quick results from a highly motivated and competent team
Overall impact on climate	Negative

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The pacesetting leadership style
- Should be used sparingly
- Either gives no feedback or jumps in to take over when lagging is perceived
- Gets work done or ahead of schedule

Works well when all employees are self-motivated, highly competent, and need little direction or coordination.

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The *coaching* leadership style	
The leader's modus operandi	Develops people for the future
The style in a phrase	"Try this."
Underlying emotional intelligence competencies	Developing others, empathy, self-awareness
When the style works best	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Positive

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The coaching leadership style
- Helps employees identify their unique strengths and weaknesses and tie them to career aspirations.
- Encourages employees to establish long-term development goals and help them conceptualize a plan for attaining them.
- Excel at delegation.

The coaching leadership style is most effective when people on the receiving end are "up for it."

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	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Flexibility	-0.28	0.32	0.27	0.28	-0.07	0.17
Responsibility	-0.37	021	0.16	0.23	0.04	0.08
Standards	0.02	0.38	0.31	0.22	-0.27	0.39
Rewards	-0.18	0.54	0.48	0.42	-0.29	0.43
Clarity	-0.11	0.44	0.37	0.35	-0.28	0.38
Commitment	-0.13	0.35	0.34	0.26	-0.20	0.27
Overall impact on climate	-0.26	0.54	0.46	0.43	-0.25	0.42

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Leaders who have mastered four or more – especially the authoritative, democratic, affiliative, and coaching styles – create the best climate and business performance.

SITUATIONAL LEADERSHIP

The computer company was in crisis mode – its sales and profits were falling, its stock was losing value precipitously, and its share-holders were in an uproar. The Board brought in a new CEO with a reputation as a turnaround artist. He set to work chopping jobs, selling off divisions, and making the tough decisions that should have been executed years before. The company was saved, at least in the short term.

The new CEO created a reign of terror, bullying and demeaning his executives, roaring his displeasure at the slightest misstep. The company's top echelons were decimated not just by his erratic firings but also by defections. The CEO's direct reports, frightened by his tendency to blame the bearer of bad news, stopped bringing him any news at all. Morale was at an all-time low – a fact reflected in another downturn in the business after the short-term recovery. The CEO was eventually fired by the Board of Directors.

COERCIVE LEADERSHIP STYLE

Sam is a biochemist in R&D in a large pharmaceutical company. His superb technical expertise made him an early star: he was the one everyone turned to when they needed help. Soon he was promoted to head of a team developing a new product. The other scientists on the team were as competent and self-motivated as Sam; his métier as a team leader became offering himself as a model of how to do first-class scientific work under tremendous deadline pressure, pitching in when needed. His team completed its task in record time. But then came a new assignment. Sam was put in charge of R&D for his entire division. As his tasks expanded and he had to articulate a vision, coordinate projects, delegate responsibility, and help develop others, Sam began to slip. Not trusting that his subordinates were as capable as he was, he became a micromanager, obsessed with details and taking over for others when their performance slackened. Instead of trusting them to improve with guidance and development, Sam found himself working nights and weekends after stepping in to take over for the head of a floundering research team. Finally, his own boss suggested to his relief that he return to his old job as head of a product development team.

PACESETTING LEADERSHIP STYLE

A product unit at a global computer company had seen sales plummet from twice as much as its competitors to only half as much. So Lawrence, the president of the manufacturing division, decided to close the unit and reassign its people and products. Upon hearing the news, James, the head of the doomed unit, decided to go over his boss' head and plead his case to the CEO. What did Lawrence do? Instead of blowing up at James, he sat down with his rebellious direct report and talked over not just the decision to close the division but also James' future. He explained to James how moving to another division would help him develop new skills. It would make him a better leader and teach him more about the company's business. In addition, Lawrence spoke to James on how to present his case in the meeting with the CEO, indicating that you do not get an audience with the CEO very often.

COACHING LEADERSHIP STYLE

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Leadership is the art of getting someone else to do something you want done because he wants to do it.

- Dwight D. Eisenhower

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Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal.

- Vince Lombardi

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My job is not to be easy on people. My job is to make them better.

- Steve Jobs

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I suppose leadership at one time meant muscles; but today it means getting along with people.

- Mahatma Gandhi