

New research suggests
that the most effective executives
use a collection of distinct leadership styles —
each in the right measure, at just the right time.
Such flexibility is tough to put into action, but it pays
off in performance. And better yet,
it can be learned.

LEADERSHIP THAT GETS RESULTS

by Daniel Goleman

ASK ANY GROUP of businesspeople the question "What do effective leaders do?" and you'll hear a sweep of answers. Leaders set strategy; they motivate; they create a mission; they build a culture. Then ask "What *should* leaders do?" If the group is seasoned, you'll likely hear one response: the leader's singular job is to get results.

But how? The mystery of what leaders can and ought to do in order to spark the best performance from their people is age-old. In recent years, that mystery has spawned an entire cottage industry: literally thousands of "leadership experts" have made careers of testing and coaching executives, all in pursuit of creating businesspeople who can turn bold objectives — be they strategic, financial, organizational, or all three — into reality.

Still, effective leadership eludes many people and organizations. One reason is that until recently, virtually no quantitative research has demonstrated

which precise leadership behaviors yield positive results. Leadership experts proffer advice based on inference, experience, and instinct. Sometimes that advice is right on target; sometimes it's not.

But new research by the consulting firm Hay/McBer, which draws on a random sample of 3,871 executives selected from a database of more than 20,000 executives worldwide, takes much of the mystery out of effective leadership. The research found six distinct leadership styles, each springing from different components of emotional intelligence. The styles, taken individually, appear to have a direct and unique impact on the working atmosphere of a company, division, or team, and in turn, on its financial performance. And perhaps most important, the research indicates that leaders with the best results do not rely on only one leadership style; they use most of them in a given week — seamlessly and in different measure — depending on the

Daniel Goleman Leadership That Gets Results

Deborah L. Rhode



Daniel Goleman Leadership That Gets Results:

Leadership That Gets Results (Harvard Business Review Classics) Daniel Goleman, 2017 A leader's singular job is to get results. But even with all the leadership training programs and expert advice available, effective leadership still eludes many people and organizations. One reason, says Daniel Goleman, is that such experts offer advice based on inference, experience, and instinct, not on quantitative data. Now drawing on research of more than 3,000 executives, Goleman explores which precise leadership behaviors yield positive results. He outlines six distinct leadership styles, each one springing from different components of emotional intelligence. Each style has a distinct effect on the working atmosphere of a company, division, or team, and in turn on its financial performance. Coercive leaders demand immediate compliance. Authoritative leaders mobilize people toward a vision. Affiliative leaders create emotional bonds and harmony. Democratic leaders build consensus through participation. Pacesetter leaders expect excellence and self-direction. And coaching leaders develop people for the future. The research indicates that leaders who get the best results don't rely on just one leadership style; they use most of the styles in any given week. Goleman details the types of business situations each style is best suited for, and he explains how leaders who lack one or more of these styles can expand their repertoires. He maintains that with practice, leaders can switch among leadership styles to produce powerful results, thus turning the art of leadership into a science. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world, and will have a direct impact on you today and for years to come. *Leadership That Gets Results (Harvard Business Review Classics)* Harvard Business Review Press, 2017-06-27

Making Sense of Change Management Esther Cameron, Mike Green, 2004 Written for academics and professionals alike, this book is an attempt to make change easier. It is aimed at anyone who wants to understand why change happens, how it happens, and what needs to be done to make change a welcome rather than a dreaded concept. **The Engineering Leader** Cate Huston, 2024-04-16 Great engineers don't necessarily make great leaders at least not without a lot of work. Finding your path to becoming a strong leader is often fraught with challenges. It's not easy to figure out how to be strategic, successful, and considerate while also being firm. Whether you're on the management or individual contributor track, you need to develop strong leadership skills. This practical book shows you how to become a well-rounded and resilient engineering leader. Understand what it means to be the driving force behind your career. Learn how to self-manage and avoid the pitfalls that many newer managers face. Establish evolving practices and structures to best scale your team. Define the impact of your team and its core mission and values. **HBR's 10 Must Reads on Managing People 2-Volume Collection** Harvard Business Review, 2020-04-07 If you read nothing else on managing people, read these definitive articles from Harvard Business Review. Managing people is fraught with challenges, even if you're a seasoned manager. HBR's 10 Must Reads on

Managing People 2 Volume Collection provides enduring ideas and practical advice on managing people to help you handle these difficulties and maximize your employees performance Bringing together HBR s 10 Must Reads on Managing People Vol 1 and HBR s 10 Must Reads on Managing People Vol 2 this collection includes twenty articles selected by HBR s editors and features the indispensable article Leadership That Gets Results by Daniel Goleman From timeless classics to the latest game changing ideas from thought leaders Marcus Buckingham W Chan Kim Renee Mauborgne and more HBR s 10 Must Reads on Managing People 2 Volume Collection will inspire you to Tailor your management style to fit your people and organizational goals Give feedback the right way Support first time managers Manage emotional culture on your team Push your people to collaborate and break silos Overcome organizational obstacles to effective management Manage up and across Manage your boss HBR s 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike Leaders looking for the inspiration that big ideas provide both to accelerate their own growth and that of their companies should look no further HBR s 10 Must Reads series focuses on the core topics that every ambitious manager needs to know leadership strategy change managing people and managing yourself Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic Each title includes timeless advice that will be relevant regardless of an ever changing business environment

Innovation and Entrepreneurship

Ralph F. Brueggemann, Charles H. Matthews, 2024-11-11 This book presents a new model the competency framework for students innovators entrepreneurs managers and anyone who wants to better understand the dynamic world of innovation and entrepreneurship Focused on both the individual and strategic organizational level this book is about people and the competencies each person needs to learn to be successful in creating a more dynamic future The framework for innovation and entrepreneurship competencies empowers individuals to excel at innovation and new venture creation It provides a practical guide and clear and concise understanding of the knowledge skills attitudes and experiences that are needed to increase imagination creativity innovation and new venture creation capability Innovation and Entrepreneurship will be attractive for students of entrepreneurship innovation management and cross disciplinary classes such as design thinking Presented in a modular format Innovation and Entrepreneurship informs the future direction of people and technology as well as the educational systems producing the next generation of innovators and entrepreneurs Based on extensive academic research this book is organized into two sections 12 innovation elements and 12 competency categories The elements are the foundation and the competency categories are the building blocks that inform our path toward a more precise understanding of how innovation and entrepreneurship play an important role in economic development and our daily lives

The Emotionally Strong Leader Carolyn Stern, 2022-10-04 The Emotionally Strong Leader offers those leading our workplaces organizations and institutions an opportunity to transform their leadership and their lives by learning to harness the power contained in recognizing and understanding their feelings For leaders managing their emotions and leading with a strong

mind and a kind heart while using a set of clear simple and tested skills and strategies will enable them to connect more authentically and communicate more effectively with their colleagues and teams This kind of connection and communication creates an environment of trust and belonging that will spur engagement spike curiosity and engender fraternity in the workplace How does one get there By leading with emotional intelligence Unfortunately too many leaders choose another path one that eschews their emotions and those of their employees as bothersome and unimportant to the task at hand This limited and damaging viewpoint tends to make people feel as though they are simply task managing machines and not the terrific and complex individuals full of energy passion and unlimited potential that they are What we need are leaders who understand themselves from the inside out who know why they do what they do and who use the information their feelings provide to help them make informed rational decisions especially when the stakes are high We need leaders who express humility engage in genuine and caring conversations with the people they lead and who aren't afraid to admit when they make a mistake We need executives who are both emotional and strong Author Carolyn Stern's six step self coaching model adapted from emotional intelligence courses she's developed for major universities and corporations across North America is backed by decades of field experience and top science on emotions and behavior Stern's model is the tool leaders need to uncover their barriers to growth and change set personal goals and tap into their motivation It will give them the means and drive to manage the hurdles life throws at them dramatically impacting their performance results and happiness Simply put The Emotionally Strong Leader will turn the way readers think about leading on its head

Sex and Gender in the 2016 Presidential Election Caroline Heldman, Meredith Conroy, Alissa R. Ackerman, 2018-09-07 In order to understand the motivations for and implications of Hillary Clinton's historic run for the White House and her subsequent defeat the authors explore sexism and gender bias in U.S. political and social culture While there is some indication that overt sexism toward women in politics is declining whether this is true for women who run for the highest office in American politics remains relatively unknown Hillary Clinton's historic run as the 2016 Democratic nominee however allows scholars and journalists to contextualize decades of scholarship on sex gender and the American presidency In Sex and Gender in the 2016 Presidential Election the authors all experts on gender in politics analyze the nature of gender in public opinion media coverage social media and culture during the 2016 presidential election They assess whether conventional expectations and theories hold up in today's sociopolitical climate Moreover they consider how Clinton's foray into relatively uncharted territory might redirect the political field and its implications for women with political ambitions going forward

Leadership Intelligence Wanda S. Maulding Green, Edward E. Leonard, 2016-09-27 Much like Gardner's Multiple Intelligences Maulding Green and Leonard have in Leadership Intelligence The Journey to Your True North postulated a theory regarding the age old question are leaders born or are leaders made This theory is predicated on the idea that there is a genetic predisposition toward leadership via the vehicle of imprinting The five critical factors which undergird the tenets of Leadership Intelligence are

delineated and developed through the lens of the soft skills of a leader There is further clarification as to why some leaders seem to have a greater intensity of these factors than their peers To aid the reader in relating to the theory a conceptual model based on a GPS is threaded throughout each chapter interweaving both examples and understandable content The model relates keeping the organization moving in a true north fashion The final chapters reveal how a leader can develop or enhance these skills and how he she can avoid leadership derailment due to neglecting them **Lawyers as Leaders**

Deborah L. Rhode,2013-11 Why do we look to lawyers to lead and why do so many of them prove to be so untrustworthy and unprepared In *Lawyers as Leaders* eminent law professor Deborah Rhode not only answers these questions but crafts an essential manual for attorneys who need to develop better leadership skills

Unveiling the Magic of Words: A Report on "**Daniel Goleman Leadership That Gets Results**"

In a global defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their capability to kindle emotions, provoke contemplation, and ignite transformative change is actually awe-inspiring. Enter the realm of "**Daniel Goleman Leadership That Gets Results**," a mesmerizing literary masterpiece penned with a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve into the book's central themes, examine its distinctive writing style, and assess its profound impact on the souls of its readers.

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