

# Leadership That Gets Results

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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.

The styles, by name and brief description alone, will resonate with anyone who leads, is led, or does both. 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. Pacesetting 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. 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. With practice leaders can switch among leadership styles to produce powerful results, thus turning the art of leadership into a science.