Leadership Styles And Its Impact On Organizational

Leadership style has huge influence on employees to motivate them in achieving organizational goals. This study is to explore different leadership styles and their potential impact on employees' motivation in public sector organization. The objective is to review past literatures to understand the relationship between leadership style and employee motivation. The study first provides a better understanding of different motivational theories. Then, the study briefly discusses the conceptual framework of Bass's Full Range Leadership Model which includes transactional leadership, transformational leadership, and laissez-faire leadership. The research method is a quantitative study design by using Bass & Avolio's closed-end Multifactor Leadership Questionnaire (MLQ), based on quantitative Likert scale, as a survey instrument for data collection. This research paper summarizes the main findings of leadership style and its impact on employee's motivation based on the comprehensive literatures reviews.

No matter what leadership arena a person serves in--whether leading a family, a church, a civic organization, a company--adopting the leadership example of Jesus will make that person more effective and productive. Leadership is influence, and no leader has had greater influence on the world than Jesus Christ. The lessons of His leadership style are practical, learnable skills that anyone can apply today. Michael Youssef, who has executive experience in worldwide ministries, has examined the leadership Jesus modeled and suggests Christlike qualities every leader needs. But he doesn't stop there. With Jesus as the standard, Dr. Youssef considers how to deal with the temptations and pressures leaders face, including ego, anger, loneliness, criticism, the use of power, and passing the torch to others. Men and women in search of excellence in developing their leadership abilities will find much to aid their quest in this close-up look at Jesus--the greatest leader who ever lived.

The revolutionary guide that challenged businesses around the world to stop selling to their buyers and start answering their questions to get results; revised and updated to address new technology, trends, the continuous evolution of the digital consumer, and much more In today's digital age, the traditional sales funnel—marketing at the top, sales in the middle, customer service at the bottom—is no longer effective. To be successful, businesses must obsess over the questions, concerns, and problems their buyers have, and address them as honestly and as thoroughly as possible. Every day, buyers turn to search engines to ask billions of questions. Having the answers they need can attract thousands of potential buyers to your company—but only if your content strategy puts your answers at the top of those search results. It's a simple and powerful equation that produces growth and success: They Ask, You Answer. Using these principles, author Marcus Sheridan led his struggling pool company from the bleak depths of the housing crash of 2008 to become one of the largest pool installers in the United States. Discover how his proven strategy can work for your business and master the principles of inbound and content marketing that have empowered thousands of companies to achieve exceptional growth. They Ask, You Answer is a straightforward guide filled with practical tactics and insights for transforming your marketing strategy. This new edition has been fully revised and updated to reflect the evolution of content marketing and the increasing demands of today's internet-savvy buyers. New chapters explore the impact of technology, conversational marketing, the essential elements every business website should possess, the rise of video, and new stories from companies that have achieved remarkable results with They Ask, You Answer. Upon reading this book, you will know: How to build trust with buyers through content and video. How to turn your web presence into a magnet for qualified buyers. What works and what doesn't through new case studies, featuring real-world results from companies that have embraced these principles. Why you need to think of your business as a media company, instead of relying on more traditional (and ineffective) ways of advertising and marketing. How to achieve buy-in at your company and truly embrace a culture of content and video. How to transform your current customer base into loyal brand advocates for your company. They Ask, You Answer is a must-have resource for companies that want a fresh approach to marketing and sales that is proven to generate more traffic, leads, and sales.

The first edition introduced the newly emerging field called Positive Organizational Scholarship. Rather than focusing on organizational dysfunction, Positive Organizational Scholarship looks at organizations that are functioning at an unusually high level. Learning from such successful groups about what they did right forms the backbone of the strategy, because strategies that capitalize on the positive tend to produce life-giving, flourishing outcomes in organizations. The four strategies discussed in the first edition included the cultivation of positive climate, positive relationships, positive communication, and positive meaning. Each strategy is explained and illustrated. In this revised edition, the author will add the following materials: Chapter 1: Outlining three outcomes associated with positive leadership and one more example. Chapter 2: Adding some empirical findings linking attributes of climate with physiological benefits. Chapter 3: A brief discussion of temporary encounters with positive or negative outcomes. Chapter 4: Additional research on the results of the positive-to-negative-communication-ratio. Chapter 5: Elaboration on the issue of meaningfulness in work. Chapter 6: More ideas for implementation

The importance of effective use of resources within a business is paramount to the success of the business. This includes the effective use of employees as well as efficient strategies for the direction of those employees and resources. A manager's ability to adapt and utilize contemporary approaches for maximizing both individuals and organizational knowledge is essential. The Handbook of Research on Contemporary Approaches in Management and Organizational Strategy is a pivotal reference source that provides vital research on the application of contemporary management strategies. While highlighting topics such as e-business, leadership styles, and organizational behavior, this publication explores strategies for the achievement of organizational goals, as well as the methods of effective resource allocation. This book is ideally designed for academicians, students, managers, specialists, and consultants seeking current research on strategies for the management of people and knowledge within an organization.

Values, attitudes, and behaviors constitute an organization's culture and employees both share and use them on a daily basis in their work. This book aims to briefly portray a new interpretation of organizational culture varying from the profusion of literature in the following ways: it attempts to include how cultures are created organically or through consistent planning and action in different organizations such as education, business, and health; focusing more on change, innovation, and learning opportunities. It also aims to provide leaders with experiences and reflections on how to initiate an organizational culture change. Finally, this book is expected to extend new perspectives and practices for both potential and actual managers of organizations contributing to the current debate on how to transform organizations into innovative and learning cultures.

This Handbook provides a comprehensive and up-to-date examination of lifelong learning. Across 38 chapters, including twelve that are brand new to this edition, the approach is interdisciplinary, spanning human resources development, adult learning (educational perspective), psychology, career and vocational learning, management and executive development, cultural anthropology, the humanities, and gerontology. This volume covers trends that contribute to the need for continuous learning, considers psychological characteristics that relate to the drive to learn, reviews existing theory and research on adult learning, describes training methods and learning technologies for instructional design, and explores current and future challenges to support continuous learning.

Master's Thesis from the year 2014 in the subject Business economics - Business Management, Corporate Governance, grade: A, , course: Master of Science in Project Management, language: English, abstract: This study evaluates the effect of leadership styles of project managers in project performance in software Industry of Punjab Pakistan. Full leadership model was selected to make comparison of the effects of three leadership styles (Transformational, Transactional, Laissez-fair) of project managers in project performance. So software industry was focused in this research. After comprehensive literature review on the related topic in the hypothesized model a questionnaire

was developed and its validity was checked by the pilot survey first. A sample of two hundred and fifteen first level managers, directly working under project managers like software Architects, Principal software Engineers, Developers, programmers, Quality Assurance personals in software industry was selected by using simple random sampling and the response rate was seventy two percent. The analysis was completed by using descriptive analysis, correlation analysis and multiple regression analysis by SPSS- 16. Finally conclusion and recommendations are suggested. The study concludes that Transformational leadership of project manager has significant effect in project performance and its two construct charisma (CHM) and inspiration (INS) are proved significant and this study also provides significant practical implications of the results for the project managers working in software houses of Pakistan that they can enhance the performance of their projects by learning and exhibiting transformational leadership style as according to Pakistani working environment of software houses this leadership style is proved effective. Further areas for future research and implications are also highlighted in this thesis.
Abstract: The aim of the research is to test the impact of the leadership styles in the not for-profit organizations and its relevance to the employees' job satisfaction and their intention to quit. This study is to investigate two different leadership styles; Transformational and Transactional leadership style, whether or not a correlation between them exists and the employees' job satisfaction and consequently if this lead them to have the intention to quit from their organization. A comparative survey was done between two Not- for-profit organizations. The population for this survey is 48 questionnaires distributed to the two organizations (36) in the first organization and (12) for the second organization. Employees of different hierarchical levels, different age and level of responsibility were asked to fill in the survey. The data were examined by SPSS, a statistical analysis package. The findings of the study show that there was insignificance relationship between the intention to quit and transformational and transactional leadership styles. In addition, the study also found an insignificant relationship between the intention to quit and the employees' job satisfactions. One of the key recommendations of the study is that the head of an organization should take care of the employees' awareness to the types of leadership in order to increase their health of their employment in the organization. They have to look to the other factors that retain employees in their organizations in Egypt rather than the leadership styles of leaders managing them. This can reduce the employees in their organizations that have the intention to quit.
A new edition based on the timeless business classic—updated to help today's readers succeed more quickly in a rapidly changing world. For decades, The One Minute Manager® has helped millions achieve more successful professional and personal lives. While the principles it lays out are timeless, our world has changed drastically since the book's publication. The exponential rise of technology, global flattening of markets, instant communication, and pressures on corporate workforces to do more with less—including resources, funding, and staff—have all revolutionized the world in which we live and work. Now, Ken Blanchard and Spencer Johnson have written The New One Minute Manager to introduce the book's powerful, important lessons to a new generation. In their concise, easy-to-read story, they teach readers three very practical secrets about leading others—and explain why these techniques continue to work so well. As compelling today as the original was thirty years ago, this classic parable of a young man looking for an effective manager is more relevant and useful than ever.
This book serves to provide a detailed exploration of the various leadership exhibited today. In order to better comprehend the organic link between styles of leadership, this book deals with almost all models of leadership and demonstrates how dynamic these forms of leadership actually are. It is an essential and extensive reference point for both academics and practitioners. Annotation.
Why do most leaders or managers elicit merely competent performance from their followers, while a select few inspire extraordinary achievement? Leadership expert Bernard Bass takes this question beyond the usual speculation, presenting original research that for the first time documents the traits of the exceptional leader.
Often it seems that people place a spotlight on leaders and disregard the probability that the success of the organization lies somewhere in the followers. However, literature on followership is often overlooked and research on it ignored. As organizations rapidly change, it is essential to understand organizational change through simultaneous discussions of both leaders and followers and the roles they play in the ultimate success of the company. Leadership and Followership in an Organizational Change Context is a pivotal reference source that establishes the concept and definitions of leadership and followership in the context of organizational change and discusses the leadership and followership styles that can contribute to organizational effectiveness. While highlighting topics such as leadership style, employee engagement, and succession planning, this book is ideally designed for managers, executives, directors, upper-level management, business professionals, academicians, researchers, industry professionals, and students seeking current research on the types of changes that organizations are facing and how such changes can be managed.
A guide to putting cognitive diversity to work Ever wonder what it is that makes two people click or clash? Or why some groups excel while others fumble? Or how you, as a leader, can make or break team potential? Business Chemistry holds the answers. Based on extensive research and analytics, plus years of proven success in the field, the Business Chemistry framework provides a simple yet powerful way to identify meaningful differences between people's working styles. Who seeks possibilities and who seeks stability? Who values challenge and who values connection? Business Chemistry will help you grasp where others are coming from, appreciate the value they bring, and determine what they need in order to excel. It offers practical ways to be more effective as an individual and as a leader. Imagine you had a more in-depth understanding of yourself and why you thrive in some work environments and flounder in others. Suppose you had a clearer view on what to do about it so that you could always perform at your best. Imagine you had more insight into what makes people tick and what ticks them off, how some interactions unlock potential while others shut people down. Suppose you could gain people's trust, influence them, motivate them, and get the very most out of your work relationships. Imagine you knew how to create a work environment where all types of people excel, even if they have conflicting perspectives, preferences and needs. Suppose you could activate the potential benefits of diversity on your teams and in your organizations, improving collaboration to achieve the group's collective potential. Business Chemistry offers all of this--you don't have to leave it up to chance, and you shouldn't. Let this book guide you in creating great chemistry!
Fast track route to mastering effective leadership styles Covers the key areas of leadership styles, from developing a style to suit the situation and organizational type to cross-cultural issues and the new interest in 'servant leadership' Examples and lessons from some of the world's most successful leaders, including David Simon and John Browne, Konosuke Matsushita and Herb Kelleher, and ideas from the smartest thinkers, including Manfred Kets de Vries, Ed Schein, Gareth Jones and Bob Goffee, Ken Blanchard and John Adair Includes a glossary of key concepts and a comprehensive resources guide
Educational leadership draws upon interdisciplinary literature, but distinguishes itself through its focus on pedagogy, epistemology, and

human development. As a field of study, it has prescribed pertinent philosophies and practices and has specified specific roles for school administrators and teachers. Technology and Its Impact on Educational Leadership: Innovation and Change covers not only K-12 and higher education leadership, but also the relationship between Web 2.0 technologies and educational leadership. Contributions within this book discuss chronic issues in the study of to technology and its impact on educational leadership that have perplexed educational establishments. This work promotes learning and further research for professors, scholars, researchers, and graduate students involved in educational leadership and related fields.

Leadership style -- Job satisfaction -- Employee engagement -- Transformational leadership style -- Transactional leadership style -- Laissez-faire leadership style.

This book is a comprehensive resource book that provides everything you need to know to create high performing teams.

The definitive classic on high-performance teams The Wisdom of Teams is the definitive work on how to create high-performance teams in any organization. Having sold nearly a half million copies and been translated into more than fifteen languages, the authors' clarion call that teams should be the basic unit of organization for most businesses has permanently shaped the way companies reach the highest levels of performance. Using engaging case studies and testimonials from both successful and failed teams—ranging from Fortune 500 companies to the U.S. Army to high school sports—the authors explain the dynamics of teams both in great detail and with a broad view. Their conclusions and prescriptions span the familiar to the counterintuitive: • Commitment to performance goals and common purpose is more important to team success than team building. • Opportunities for teams exist in all parts of the organization. • Real teams are the most successful spearheads of change at all levels. • Working in teams naturally integrates performance and learning. • Team "endings" can be as important to manage as team "beginnings." Wisdom lies in recognizing a team's unique potential to deliver results and in understanding its many benefits—development of individual members, team accomplishments, and stronger companywide performance. Katzenbach and Smith's comprehensive classic is the essential guide to unlocking the potential of teams in your organization.

Thesis (M.A.) from the year 2020 in the subject Leadership and Human Resource Management - Employee Motivation, grade: 90.%, language: English, abstract: The purpose of this case study research will be to explore the influence of leadership style on employee motivation in the office of the Upper West Regional Coordinating Council in Ghana. In order to achieve this objective, the study will seek to achieve the following specific objectives: Identify the leadership style adopted in the office of the Upper West Regional Coordinating Council. Examine the impact of the leadership style on the work behaviour of workers. Explore how the leadership style relates to the level of motivation among workers in the organisation and develop recommendations on an effective leadership style that can be adopted by public sector organisations in Ghana towards improving employee motivation. Leadership has remained a prominent area of interest for both academics and practitioners for several decades. This interest is based on the notion that leadership styles correlate with organisational performance. In these modern times, when there are increased complexities surrounding the needs of society and increased competitiveness among organisations and nations, achieving high outputs and performance is even more critical. The role of leaders in assuring this high organisational performance is noted in the literature. Leadership is a process in which people are influenced to work towards organisational goals. It involves the ability to motivate people as well as building the capacity of followers to be able to achieve organisational goals. As noted by Akparep, Jengre, and Mogre, the leadership style adopted by an organisation impacts on operational success. Leaders influence the behaviour of workers through processes such as training, rewards, communication, and discipline.

The subject of leadership and managerial psychology exists as a sub-branch of psychology within the fields of industrial and organizational psychology. There still appears to be ongoing debate regarding the core pathology for gaining managerial expertise in professional roles relative to having suitable leadership skills and managerial knowledge beyond the direct daily work involved in organizations. Professional organizations inherently include varied levels of sensitive human interactions, which further necessitates their management professionals to have leadership styles that are adjustable contingent on a given situation. Relative to this edited book, managerial psychology is being utilized in a way that may subsequently seek to develop a series of scientific theory principles where the focus is to develop managerial axioms that advance contemporary existing knowledge surrounding professional management logic. The Handbook of Research on Multidisciplinary Perspectives on Managerial and Leadership Psychology provides value uncovered by a collaboration of generalists and specialists who bring professional managerial and leadership opinions to light through narratives and research inclusive of fundamental theory principles that can be applied in practice and academia. This edited reference is focused on the enhancement of management research through managerial psychology while highlighting topics including business process knowledge, management in diverse discipline situations and professions, corporate leadership responsibility, leadership of self and others, and leadership psychology in a variety of different fields of work. This book is ideally designed for leadership and management professionals, academicians, students, and researchers in the fields of knowledge management, administrative sciences and management, leadership development, education, and organization development sub-branches or specialty practices.

The Impact of Leadership Styles on Organizational EffectivenessGRIN Verlag

Master's Thesis from the year 2011 in the subject Business economics - Business Management, Corporate Governance, grade: A, - (Virtual University of Pakistan), course: Management Sciences, language: English, comment: Unmistakably....... To my Fiancee Saba My family Ammi, Abu and Madiha Without them the incomplete can't tends to complete, abstract: The purpose of the dissertation is to analyze the relationship between leadership styles and organizational effectiveness of IT firms in Karachi. After the survey sent in the IT firm in Karachi it has been come into notice that leadership style affects the effectiveness of IT organization. Four different types of leaders are found which are listed as dictator, democratic, visionary and free rein leader. All these styles have an impact on organizational effectiveness. Dictator and visionary styles influence positively, whereas others negatively. The visionary or transformational style yield most organizational effectiveness. So this is the best style to be used. The different dimensions used to define organizational effectiveness in IT industry are employee morale, organizations competitive position, customer satisfaction, management satisfaction, ability to introduce organizational change, market share of the firm. It is better to use transformational leadership style in most cases but sometimes autocratic style can also be used. Autocratic leadership style should be used when the employee is young/fresh in the industry. They actually need direct guidance and concrete explanation about task.

The Nursing - New Perspectives book covers nursing services and related topics of interest. The book includes innovative nursing services that will positively affect patient safety such as leadership in nursing, patient-nurse conflict, patient safety and medical errors, nurses' perspective, simulation, collaboration, communication and quality in care. Various experts from around the world have made valuable contributions to the book. I especially thank them. With these broad advanced topics covered in this particular book, no doubt the clinician, researcher, or any reader will find this book valuable in guiding them to grasp a new understanding and to keep up-to-date with information on nursing services.

The blockbuster best seller Primal Leadership introduced us to "resonant" leaders--individuals who manage their own and others' emotions in ways that drive success. Leaders everywhere recognized the validity of resonant leadership, but struggled with how to achieve and sustain resonance amid the relentless demands of work and life. Now, Richard Boyatzis and Annie McKee provide an indispensable guide to overcoming the vicious cycle of stress, sacrifice, and

dissonance that afflicts many leaders. Drawing from extensive multidisciplinary research and real-life stories, Resonant Leadership offers a field-tested framework for creating the resonance that fuels great leadership. Rather than constantly sacrificing themselves to workplace demands, leaders can manage the cycle using specific techniques to combat stress, avoid burnout, and renew themselves physically, mentally, and emotionally. The book reveals that the path to resonance is through mindfulness, hope, and compassion and shows how intentionally employing these qualities creates effective and enduring leadership. Great leaders are resonant leaders. Resonant Leadership offers the inspiration--and tools--to spark and sustain resonance in ourselves and in those we lead.

The past half-century has witnessed a dramatic increase in the scale and complexity of scientific research. The growing scale of science has been accompanied by a shift toward collaborative research, referred to as "team science." Scientific research is increasingly conducted by small teams and larger groups rather than individual investigators, but the challenges of collaboration can slow these teams' progress in achieving their scientific goals. How does a team-based approach work, and how can universities and research institutions support teams? Enhancing the Effectiveness of Team Science synthesizes and integrates the available research to provide guidance on assembling the science team; leadership, education and professional development for science teams and groups. It also examines institutional and organizational structures and policies to support science teams and identifies areas where further research is needed to help science teams and groups achieve their scientific and translational goals. This report offers major public policy recommendations for science research agencies and policymakers, as well as recommendations for individual scientists, disciplinary associations, and research universities. Enhancing the Effectiveness of Team Science will be of interest to university research administrators, team science leaders, science faculty, and graduate and postdoctoral students.

Two leadership consultants identify three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership.

The book is based on exploratory research carried out by the author in Indian Business Organizations. It gives insights to Employee Empowerment and five important leadership styles namely Transformational Leadership, Transactional Leadership, Servant Leadership, Abusive Leadership and Ethical leadership and their characteristics based on the researches carried out by the scholars and gurus in these fields. Transformational leadership, servant leadership and ethical leadership style enhance the employee empowerment while transactional leadership has no role in employee empowerment. The book highlight that abusive leadership style is used by many leaders and has negative impact on employee empowerment. Employee empowerment results in Quality of Work Life, Commitment and Job Involvement in employees which enhance competitiveness of the organization. It also emphasizes the important of personal characteristics of employees required to make them empowered. Some employees like to be empowered while some others do not. This book provides guidance to new researchers in the field of leadership and employee empowerment to carry out further researches in these fields in various countries and cultures. The book will guide the managers to identify and enhance the required characteristics to be a successful leader. This book will be a new milestone in the above fields of research and beacon to the practicing managers to navigate them to higher success.

This edited collection addresses several forms of moral leadership within the context of kenosis, bringing together both secular and biblical perspectives on the role of morality and self-sacrifice in effective leadership theory and practice. The contributors apply various leadership theories in the analysis of sacred texts in order to uncover unique insights into the biblical truth about leadership. Their analysis moves away from egotistical leadership focused on self-aggrandizement and provides a new model for leadership - one characterized by morality, authenticity, and service. True Leadership will benefit scholars, researchers, and students interested in values-based leadership and seeking to enrich their understanding of organizational behavior and leadership development.

How can managers bring about optimum performance from the individuals in their organizations? What leadership techniques produce the most effective organizations? This book examines the theory and practice of the dynamic and innovative style of transformational leadership. The transformational leader encourages followers by acting as a role model, motivating through inspiration, stimulating intellectually, and giving individualized consideration to their needs and goals. Chapters explore how transformational leadership affects important issues in today's organizations such as delegation, teamwork, decision making, total quality management and corporate reorganization.

Packed with practical information designed for business readers and managers at all levels, this essential volume offers insights on managing creativity in groups, developing creative conflict, and using technology to help foster innovation.

This volume explores emerging models, methods and tools in the management of research and development (R&D) in the knowledge era, with a particular focus on the challenges of the emerging technologies. The contributions are organized in five parts. Part I, Managing Emerging Technologies, provides methods and tools to understand the challenges created by the emergence of new technologies. Part II, Technology and Engineering Management Tools and Policies, explores different technology and engineering tools, including topics such as product concept development, design, selection and adoption, using technology roadmaps and bibliometrics. Part III, Technological Innovation and Entrepreneurship, explores R&D, knowledge transfer and entrepreneurial education. Part IV, Commercialization of Technological Innovations, explores the development and application of the technology transfer process which allows managers to succeed in commercializing the outcomes of R&D projects. Part V, Managing the Engineering Enterprise, explores the effect economic decision-making, leadership styles, change management and quality management have on an organization's ability to plan and execute initiatives and projects. Research and Development has always played a critical role in the engineering and technology focused industries. In an era of big data and smart applications, knowledge has become a key enabler for R&D. Managing R&D in the knowledge era requires use of key tools and methods.

However, emerging technologies pose many challenges and cause uncertainties or discontinuities, which make the task of managing R&D even more difficult. This book will examine these challenges and provide tools and methods to overcome them. Exploring such industries as automotive, healthcare, business intelligence, energy and home appliances, this book is a valuable resource for academics, scholars, professionals and leaders in innovation, R&D, technology, and engineering management.

Indigenous church leadership is a new phenomenon in North Africa. Until recently, non-Muslim background believers were the only leaders of churches in this region. With the current growth of national churches there are increasingly more leaders from a Muslim background leading to a diverse range of leadership styles. This publication, a first of its kind to specifically explore church leadership in North Africa, investigates common values, beliefs and cultures among church leaders. Using four identified leadership styles the author further expands by looking at the impact they have on congregations, society and the future development of church leaders in the region.

Today, it is essential for leaders to interact closely within an organization's community to effectively promote its organizational development. Understanding trust at the individual level allows for business improvement. Servant Leadership Styles and Strategic Decision Making provides the relevant theoretical framework and the latest empirical research on servant leadership styles and cognitive styles from an Eastern perspective. Featuring coverage on a variety of topics including autocratic leadership, leadership effectiveness, and organizational support, this book explores decision-making theories as moderators and mediators for leadership effectiveness. This book is designed for managers, professionals, researchers, educators, and administrators seeking current research on participative leader decision making and philosophy.

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. 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; 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 repertories. 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.

Look around your office. Turn on the TV. Incompetent leadership is everywhere, and there's no denying that most of these leaders are men. In this timely and provocative book, Tomas Chamorro-Premuzic asks two powerful questions: Why is it so easy for incompetent men to become leaders? And why is it so hard for competent people--especially competent women--to advance? Marshaling decades of rigorous research, Chamorro-Premuzic points out that although men make up a majority of leaders, they underperform when compared with female leaders. In fact, most organizations equate leadership potential with a handful of destructive personality traits, like overconfidence and narcissism. In other words, these traits may help someone get selected for a leadership role, but they backfire once the person has the job. When competent women--and men who don't fit the stereotype--are unfairly overlooked, we all suffer the consequences. The result is a deeply flawed system that rewards arrogance rather than humility, and loudness rather than wisdom. There is a better way. With clarity and verve, Chamorro-Premuzic shows us what it really takes to lead and how new systems and processes can help us put the right people in charge.