



CUTTINGS

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Compiled and edited by Geof Cox

LEADERSHIP THAT GETS RESULTS

A leader's prime job role is to get results, and therefore the climate they create in the organisation is critical. Recent research by Hay/McBer has thrown some light on the style of leadership that is most effective. They studied a random sample of executives from around the world in order to come up with their conclusions.

The research identified six distinct styles, each of which has a unique impact on the working atmosphere of an organisation, and therefore its results. Significantly, the research also indicated that leaders who get the best results do not rely on one style, but use them all depending on the situation. All of the styles have a place, but some have an more positive overall effect than others.

The six leadership styles:

- **Coercive**, demanding immediate compliance. Works best in a crisis or to kick start something. "Do as I tell you."
- **Authoritative**, mobilising people toward a vision. Works best when clear direction or vision is needed. "Come with me."
- **Affiliative**, creating emotional bonds and harmony. Heals rifts and motivates in times of stress. "People come first."
- **Democratic**, building consensus through participation. Gets buy-in, consensus and ideas from employees. "What do you think?"
- **Pacesetter**, expecting excellence and self-direction. Works when needing quick results from a competent team. "Do as I do, now."
- **Coaching**, developing people for the future. Helps employees develop long term performance and strengths. "Try this."

In measuring the impact on the working environment the researchers considered six drivers of climate: lack of red tape; sense of responsibility to the organisation; level of standards set; feedback on performance and rewards, clarity about direction and values; the level of commitment to a common purpose.

It is easy to identify the impact of the different styles on some of these categories: the affiliative style has the greatest positive impact on the performance feedback and aptness of rewards felt in the workplace; the coercive style has the greatest negative impact on flexibility and red tape in the organisation.

Looking overall, the authoritative style had the most positive impact on climate, especially where there is a need to chart a new vision. Overused, it can become overbearing, but it seems to be the style that works well in most situations.

Also having a positive impact on climate, and ranked closely together come the affiliative, democratic and coaching styles. The affiliative style works well to build team harmony and trust, but used on its own it can leave poor performance uncorrected and teams without direction.

Democratic leaders get buy in and commitment, but can also preside over long, inconclusive deliberations and lack of decision. Coaching leaders build competence, but fail when employees are resistant to learning or change.

Interestingly, of the six styles, the coaching style was least used, with lack of time and skill being cited as reasons. Its impact on climate and long term learning is recognised by some companies who are investing in trying to develop it as a core competence.

Of the other two styles, the pacesetter leader has an overall

negative impact, due to the inherent tendency to micro-manage and exhibit a lack of trust. The coercive leader has the greatest negative impact, and is only appropriate when major crises loom or in a genuine emergency situation.

This study also shows that no one style is appropriate. They all have their time and place, with the Authoritative, Affiliative, Democratic and Coaching styles having the greatest impact. A leader who is proficient in these styles will make a formidable contribution to the results of the enterprise. Each individual leader will have her or his own repertoire, and therefore know where they should put their learning effort to improve their flexibility.

But if there is one of these styles that is universally underused and therefore where potential impact is greatest, it is the coaching style.

Leadership that gets results, Daniel Goleman, Harvard Business Review, March-April 2000

Diary Dates

Some dates for the next 3 months:

13/14 April, IM Centre, London
New Approaches to Strategy Development - A workshop run by Geof Cox to experience the use of large group and participative processes to help to develop strategy.
Bookings: phone the Institute of Management on 01536 207373

15 June, AMED, London
"Journey" - A one day event to give a taster of a number of Large Group Intervention methods, jointly run by AMED and the Large Group Intervention Practitioners Network.
Bookings: phone AMED on 0171 235 3505

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Snippets

A collection of thought provokers and quotations

- ✂ If your life is free of failures, you aren't taking enough risks.
- ✂ If you are not living on the edge, you're taking up too much space.
- ✂ "An authoritative leader states the end but gives people plenty of leeway to devise their own means" *Daniel Goleman*
- ✂ "The biggest limitation we face is how fast we can innovate. We're constrained by how fast our brains can work" *Jerry Yang, co-founder, Yahoo*
- ✂ "Some people are more talented than others. Some are more educationally privileged than others, But we all have the capacity to be great. Greatness comes with recognising that your potential is limited only by how you choose" *Peter Koestenbaum*
- ✂ "Once you realise that your customers are just like you, the whole dynamic of your interaction with them changes" *V.P. of Customer Satisfaction, L.L. Bean*
- ✂ The most talented managers received the highest ratings from employees on the survey question: "At work I have the opportunity to do what I do best every day" *Result from two different UK studies*
- ✂ *How to restructure:* Think about what someone would do if they took you over to recover the premium paid — and do it to yourself now.
- ✂ "People don't always have the vision, and the secret for the person with the vision is to stand up. It takes a lot of courage" *Natalie Cole*
- ✂ In the US, the average worker has had nine jobs by age 32: the average job tenure in IT is 13 months; Generation X workers average less than 3 years in a job.
- ✂ "People don't quit because of money, People leave bad bosses" *Bev Kaye*

Something to think about...

I am indebted to George Simons (www.diversophy.com) and the prolific 'author unknown' for the following, which I have translated from the original American!

"Now I see why powerful people often wear sunglasses — the spotlight blinds them to reality. They suffer from a delusion that power means something (it doesn't). They suffer from the misconception that titles make a difference (they don't). They are under the impression that earthly authority will make a heavenly difference (it won't).

To make my point, take this quiz.

- Name the ten wealthiest people in the world.
- Name the last ten Wimbledon champions.
- Name the last ten winners of best male or female vocalist award.
- Name eight people who have won the Nobel or Pulitzer prize.
- The last ten Academy Award winners for best picture?
- The last five World Champions in any sport?

How did you do? With the exception of trivia hounds, none of us remember the headlines of yesterday too well. Surprising how quickly we forget, isn't it? And these are no second-raters. These are the best in their fields. But the applause dies. Awards tarnish. Achievements are forgotten. Accolades and certificates are buried with their owners.

Here's another quiz. See how you do on this one:

- Name ten people you enjoy spending time with.
- Name ten people who have taught you something worthwhile.
- Name five friends who have helped you in a difficult time.
- List some teachers/mentors who have aided your journey through life
- Name half-a-dozen heroes whose stories have inspired you.

Easier? The lesson? The people who make a difference are not the ones with the credentials, but the ones with the concern."

The joy of quitting

The last two Snippets of this edition focus on the acceleration of people leaving jobs. The statistics come from the US Federal Bureau of Labor Statistics, and are supported by a recent Gallup survey. They are replicated in other countries. Bev Kaye's quote demonstrates that there is no need in today's market for being unhappy at work.

How happy are your employees? How much discretionary energy is withheld by employees because of bad managers? How many talented people have left your organisation (or checked out mentally) because of incompetent managers and supervisors? What are the systemic, long term impacts? Can you afford to lose good people today because of the incompetence of others?

Training in management and supervisory skills, consultancy in organisation development and strategy, and improving organisation communication and performance are all capabilities of the New Directions network.

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To discuss any ideas or needs that you have and to access the network, please call me direct:

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