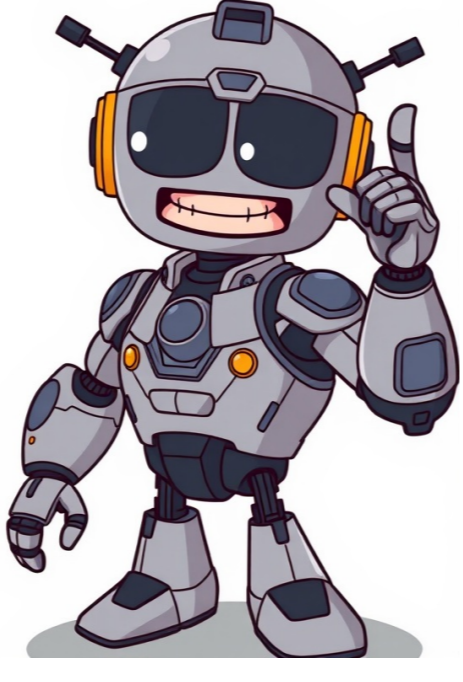


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Write a Review MSRP: Was: Now: \$11.95 (USD) Quantity price applied Format information (No reviews yet) Write a Review Item: #H081M1-PDF-ENG Publication Date: December 16, 2024 Publication Date: December 16, 2024 Excellent listeners foster cultures in which employees feel heard, valued, and engaged. Related Topics: Summaries and excerpts of the latest books, special offers, and more from Harvard Business Review Press. Loading shopping cart, please wait... Illustration by Niyi Adenugwe All know that great leaders tend to be great communicators. Think Winston Churchill, Nelson Mandela, Oprah Winfrey, Steve Jobs. But what, exactly, do followers find compelling about the way these people speak?Page 2 (No reviews yet) Write a Review MSRP: Was: Now: \$11.95 (USD) Quantity price applied Format information (No reviews yet) Write a Review Item: #H081T4-PDF-ENG Publication Date: July 16, 2025 Publication Date: July 16, 2025 An often overlooked aspect of successful leadership communication is speakers ability to convey power through their diction, phrasing, topics, and patterns. Research points to five techniques anyone can use to enhance their standing with followers. First, focus on action; yes, leaders deliberate but when explaining their decisions they should focus on execution. Second, replace concrete details with more abstract descriptions to show that you are looking at the big picture. Third, take responsibility for mistakes; owning problems is a sign of your ability to fix them and lead everyone to a brighter future. Fourth, assess others; powerful people are curious evaluators who dont need to prove themselves. Finally, direct the spotlight; you communicate strength not by talking the most but by steering the conversation. Related Topics: Summaries and excerpts of the latest books, special offers, and more from Harvard Business Review Press. Loading shopping cart, please wait... HBR Staff: Anna Blazhuk/fatido/Getty ImagesLeaders today are facing a crisis of employee engagement and trust in company leadership. According to Gallup, U.S. employee engagement dropped to 31% in 2024, the lowest level in a decade, with 17% of employees actively disengaged. The 2025 Edelman Trust Barometer found that only 75% of employees worldwide trust their employers to act with integrity; three-point decline from previous years. HANNAH BATES: Welcome to HBR On Leadership, case studies and conversations with the worlds top business and management experts+hand-selected to help you unlock the best in yourself and your organization. Historically, executives were told to be decisive and hierarchical. Today, the advice has shifted away from that towards being nimble and collaborative. But great leaders, according to IMD professor and social psychologist Jennifer Jordan, understand and leverages a time-tested plan for traditional and new leadership styles. In this episode, Jordan breaks down leadership in several key tensions: as power-holding vs. power-sharing and tactical focus vs. big-picture/visionary. She explains when to lean into each style to lead effectively.JENNIFER JORDAN: Originally, my goal as a researcher was to figure out what are the competencies that leaders in this new world need to be successful? And our research identified seven competencies. Being a power holder, a visionary, being an adapter, being an accelerator, an analyst, a prospector, being a great listener. That said, as we work more and more with leaders in this WUCA disrupted world, we see that the best ones, they still dabble and they still have one foot in that more traditional leadership space and that more traditional leadership style. Sometimes they are more command and control. Theyre tellers, theyre power holders. Yes, these new worlds or these emerging traits are important, but sometimes we still need to be traditional, and thats where these seven tensions were born.I call them the seven tensions of the digital age. Its a tension between the traditional and the emerging world. Power holder is somebody who holds power in a way that provides reassurance and security. So, when there is a lot changing, when people are feeling maybe insecure or unstable, a power holder really holds that authority in a way that creates security. Power share is somebody who shares power in a way that helps to develop others. They also see power-sharing as a way to free up their time for more strategic pursuits. So, what can I take off the table so I can really focus on what I need to focus on and what Im good at?Tactician is somebody whos much more short-term focused. What are the next steps and can they break down that vision for how its relevant for the different roles in the organization, the different levels? Visionary is somebody who sees the big picture, are able to create a vision that inspires. But on top of that, they can influence and persuade people to adopt that vision.Constant is somebody who has a very clear North Star. They say this is the non-negotiables. They are clear on their messaging, and that messaging is quite stable. And an adapter is somebody that understands that change is constant and sees adapting their message when new information becomes available as a strength rather than a weakness. A perfectionist is somebody who really is detail-oriented, ensures that a perfect finished product is delivered. An accelerator is somebody who sacrifices perfection for speed. They are not satisfied sometimes, good enough, we need to move very speed. So an intuitionist is someone who makes decisions from their gut. [inaudible]

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00:02:23) an analyst is somebody who brings in data and evidence to make the decisions.So, a miner is someone who goes deep. Really wants to understand a specific technology, a specific part of the market, et cetera. And a prospector someone who goes more broad, understanding and is hyper aware of the opportunities and the threats in the environment around them. A teller is much more somebody who gives direction, they have the answer, maybe theyre the expert, and so it is their responsibility as well to give the answer. A listener is somebody who listens to understand. Theyre curious. They have a learning mindset, so they are learners.A good leader is never standing fully on one side of that tension or fully on the other. Maybe at a moment when theyre speaking or when theyre in a meeting, they are, but then when they leave that context, they need to think, okay, is this still the right style that I need? And that requires a lot of emotional intelligence.I would never tell a leader, Aim for a great balance in all seven. I think thats too much. Pick out the three or four that they think are really important for them to be able to move between and to focus on [inaudible 00:03:31]. If you rely on one side exclusively, the downsides of that side are going to become apparent.So, lets take the first tension we talk about, the listener and the teller. If Im only a teller, what are the downsides of being a teller? Well, other people feel disengaged. Other people dont feel their voices heard. The expertise you bring in is going to be very narrowly focused on your expertise. The same with being a listener. If youre only a listener and you never speak, what are the downsides to being a listener? Well, you probably dont have your voice heard. You probably dont get to have a lot of say in the direction. You might indeed need to be a great listener. Add in that situation, you might also need to be able to hold power. Meaning, I listen to the people around me and Im giving a clear frame. Im giving them feedback, so maybe being a little bit of a teller. Im giving them feedback, and Im also creating the visionary side of them and saying, What does a vision look like? What do you think would be inspiring for your team? Why do you think vision is sometimes fluffy? How can we create a vision thats not fluffy? Challenging the fears or their misconceptions about what these other sides of the tensions might look like in a negative way. Many leaders come into my classroom utterly terrified of this. Theyre wont say it. Yes, the world is changing. Theres no doubt about that. And yes, all of their expertise might not be so relevant anymore. And can they still be effective leaders if they share power and if they listen? Even with these younger generations that might have the technical answers and might want to have their voice heard, sometimes theyre also looking for that leader to give them guidance and to shelter them from the politics that are going above so that they can do their job. And those are very traditional qualities. And so, I think it does give some comfort to leaders.HANNAH BATES: That was IMD professor Jennifer Jordan in an HBR Quick Study video. You can find that video, and more like it, on HBRS YouTube channel.Well be back next Wednesday with another hand-picked conversation about leadership from Harvard Business Review. If you found this episode helpful, share it with your friends and colleagues, and follow our show on Apple Podcasts, Spotify, or wherever you get your podcasts. While youre there, be sure to leave us a review.When youre ready for more podcasts, articles, case studies, books, and videos with the worlds top business and management experts, find it all at HBR.org.This episode was produced Scott LaPierre and me, Hannah Bates. Curt Nickisch is our editor. Music by Coma Media. Special thanks to Ian Fox, Maureen Hoch, Amanda Kersey, Rob Eckhardt, Erica Truxler, Ramsey Khabbaz, Nicole Smith, Anne Bartholomew, and you our listener. See you next week. twomegms/Getty ImagesLeadership is different from management, but not for the reasons most people think. Leadership isnt mystical and mysterious. It has nothing to do with having charisma or other exotic personality traits. It is not the province of a chosen few. Nor is leadership necessarily better than management or a replacement for it. Page 2 (No reviews yet) Write a Review MSRP: Was: Now: \$11.95 (USD) Quantity price applied Format information (No reviews yet) Write a Review Item: #H07XM1-PDF-ENG Publication Date: December 13, 2023 Publication Date: December 13, 2023 And how to cultivate them. Related Topics: Summaries and excerpts of the latest books, special offers, and more from Harvard Business Review Press. Loading shopping cart, please wait... Mariola Grobelska/UnsplashIn the face of political, economic, and technological uncertainty, business leaders are often reluctant to take bold action. Some freeze, too overwhelmed to make decisions. Many hunker down, hoping to wait out the chaos. Others retreat, trying to protect their organizations future and their careers. However, research shows that the old adage is true: Fortune favors the brave, not the cautious.Sean Justice/Getty ImagesLast year, I worked alongside a major airlines cleaning crew at a busy airport. In the airline business, turnaround time is everything. When you deplane, these workers begin sanitizing the bathrooms, seats, and floors. Theyre under constant pressure. The team I observed that day had some of the highest cleanliness scores at the airline, and it didnt take me long to find out why. Latest A new study uncovers the different ways they approach costs, benefits, and goals. Its not just struggling companies that are making changes at the top. A curated list from one of HBRS most popular newsletters. How the century-old, family-owned company pursues positive social impact, including ambitious climate-change targets, while continuing to grow profits. Four steps to shift from directing to designing systems. An HBR Executive Live conversation with Michael Fiddelke. Four guidelines for taking principled, decisive actioneven when it seems like there are no good options. The HBR Executive Playbook on turning C-suite meetings from a box-checking exercise to a catalyst for decisive action. Acknowledging even your smallest achievements can help you stay anchored and motivated. Five ways leaders can close the trust gap. Many leaders follow a heroes journey that leaves them with new skills, relationships, commitment to work, and desire to improve systems for the next generation. Some of the best CEOs create systems and cultures that help everyone excel at getting work done. What to do when a program meant to help struggling employees may be simply pushing them out. AMANDA KERSEY: Welcome to HBR On Leadership, case studies and conversations with the worlds top business and management experts+hand-selected to help you unlock the best in those around you. Im HBR senior editor and producer Amanda Kersey, and Im succeeding Hannah Bates as your host.Do you work with people in power who have a hard time making decisions, whose only expertise seems to be office politics, or whose gossip demoralizes team members? Those are the three listener dilemmas that Dear HBR, hosts Alison Beard and Dan McGinn talked through with executive coach Peter Bregman in the 2018 episode originally called Ineffective Leaders. Through their discussion, they dont just help the listeners who wrote in seeking their advice; they offer ideas that anyone can use when theyre working with an ineffective leader.DAN MCGINN: Peter, thanks for being on the show.PETER BREGMAN: Thanks so much for having me. Its fun to be hereDAN MCGINN: Why are there so many ineffective leaders?PETER BREGMAN: Leadership is hard. I mean, its very hard, almost unnatural. Were not really trained to be leaders from a young age. Were actually trained to be followers from a young age. Even when we look at what we do to train leaders, were often training people to follow a certain process, and to not actually lead, which is all about taking risks and moving forward in ambiguity and making hard choices and decisions. And thats on the one hand. And on the other hand, I think we also often have unrealistic expectations of leaders. Meaning, we project a lot of ideal behavior and high expectations of what we expect leaders to do for us. And its a little bit of a setup for failure.ALISON BEARD: And generally, how hard is it to help people change or help people encourage their bosses to change?PETER BREGMAN: You know, there are people who I have tried to help change, and I have failed. And ultimately, if someone wants to change, they almost invariably are able to. But if they dont want to change, they almost invariably will not.DAN MCGINN: Well, weve got three pretty common complaints from our listeners today, so lets get to ALISON BEARD: Dear HBR, my boss was promoted to the top level position in my organization a few years ago. In his previous role, he was constantly asking questions. That behavior was an asset. But now that hes the leader, hes has a hard time making decisions. His hampering our ability to move forward. As his management team, were routinely asked to seek further information. Worse, he sometimes flip-flops, changes his mind about one of his own decisions, or one we had made together. I truly believe hes trying to do a good job, but Im increasingly annoyed with him. Its also hurting other peoples perceptions about his competence and making us all less effective. Ive given him some private feedback on this, and hes receptive to it. But I dont know that he can change. His indecisiveness seems way too deeply ingrained in his nature. Please help.PETER BREGMAN: You know, its interesting, because its not someone asking for advice about their own leadership, but its someone saying, help me help this other person be a better leader.DAN MCGINN: I agree with you there, because its hard for a subordinate to speak truth to power and say, hey, youre doing a bad job at this.PETER BREGMAN: It often doesnt help to say, and here are all the things youre doing wrong, because they may or may not realize theyre doing it wrong, but Im better this leader is probably frustrated with his own indecisiveness. And he probably struggles with it. And I would guess that its not a source of pride or a feeling that he is really on top of things. One idea is, rather than reinforce it, to offer some suggestions of things that he could do that would help him to be more decisive. So rather than point out your indecisiveness is hurting the team, to say, heres this decision that we need make, and can we kind of talk it through and come to a decision that we know that we can keep. And frame it in a way that helps him with a decision that you need make, for your particular job, or the particular work that youre doing that you can help him make, in a way that will reinforce his own confidence, and his own ability to make strong decisions and move forward.DAN MCGINN: Yeah, I think youre right. Process could really help this. Giving him a deadline, taking simple minutes of the meeting and distributing them so everybody knows what the decision was which makes it harder to roll it back or to flip-flop. Its almost like nudges. She can sort of nudge and frame things in ways that make it a little less dysfunctional and move things a little bit closer to a firm decision.PETER BEARD: I really agree. I love what you just said about this. Publicizing the decision so its harder to flip on it. And I think thats a great idea. And it does seem from this writing that she has the kind of relationship with him where she can give him this kind of feedback without him not really appreciate it.ALISON BEARD: I definitely went to the question of its better to just subtly nudge him into better behavior or to have a conversation with him, more generally about how to change his leadership style. And it seems like Peter youre coming down the side of nudging and Dan you are too.PETER BREGMAN: You know I dont, Im not sure I make such great, fast immediate decisions and the temptation to flip-flop is really strong. And I worry that sort of general feedback about his style, especially for someone who she says has a hard time changing. I feel like its too high a bar. I think someone whos really skilled at this stuff and something very, very specific. By the way, youre not listening so much. It would be better if you just shut up in these meetings and listen more. Thats really sort of direct feedback and you could pull that off. But something like making decisions, thats hard. And theres so many reasons why it might be difficult for him that I would be afraid that the general feedback wouldnt have so much impact.DAN MCGINN: I agree with you there because his virtue is really his vice in the sense that the other extreme, if he werent asking good questions, weve all seen bosses that are the other side of this continuum and theyre probably worse. If I had a choice between a boss thats a little too deliberative, a little bit too open-minded, or somebody whos closed minded, wants a decision without collaboration. Doesnt really want to ask curious questions. Id rather take the deliberative person anytime.PETER BREGMAN: The other question that I had was how often do you dissuade him from a decision that hes already made because you dont think its the right decision? So, if hes made a decision and then you come to him and you say, I dont know that that was such a right decision because it didnt particularly go your way. And then kind of push him to move towards another decision and is that, that might get him to make a better decision, but it also might reinforce this challenged and hes reputation that he has.DAN MCGINN: Yeah, I think thats a great question. But I think its important to be clear here. Publicizing the decision so its harder to flip on it. And I think thats a great idea. And it does seem from this writing that she has the kind of relationship with him where she can give him this kind of feedback without him not really appreciate it.ALISON BEARD: I definitely went to the question of its better to just subtly nudge him into better behavior or to have a conversation with him, more generally about how to change his leadership style. 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