

Subject:

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Focus

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The Best Bosses are Tough and Nice

Which leaders get the best results: “Drivers” who set high standards, use stretch goals, and keep people focused on the top priorities, or “Relaters” who are good at staying in touch with issues important to others, acting as role models, giving honest feedback in a helpful way, developing people, and maintaining trust?

Long term, leaders who engage their followers are the most successful. “Engaged” followers are more productive, solve everyday problems faster, produce higher quality outputs, provide better customer service, require less supervision, have lower turnover, and attract desirable employees to the organization.

So, is it better to be a tough driver or nice relater? Neither. You need *both* attributes. This is another one of those AND, nor OR, situations. Research findings recently published by Jack Zenger and Joseph Folkman found that 68% of employees working for “Tough & Nice” leaders scored in the top 10% on overall satisfaction and engagement with the organization.

The best bosses could be called tough relaters, or nice drivers, or – more accurately – leaders people want to follow. After all, you’re not much of a leader without willing followers!

Tom



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