

# Emotional Magnets: The Positive Draw of Resonant Leaders

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**How They Operate:** Resonant leaders drive groups toward optimism. They are attuned to peoples' feelings and move those feelings in a positive direction. Such leaders speak authentically from their own values and resonate with the emotions of those around them.

## **Preferred Leadership**

**Styles:**  
Visionary: moving and motivating people through shared dreams  
Coaching: developing potential through one-on-one interaction  
Affiliative: primary focus on people and relationship-building rather than on accomplishing tasks and goals  
Democratic: seeking commitment through the participation and input of followers/employees

**End Result:** Resonant leaders leave people feeling uplifted, even in difficult times. They keep emotions resounding in the positive register, inspiring individuals to perform at their best. And all other factors being equal, the leadership styles they use—those with a highly positive emotional impact on culture—result in markedly better financial returns over the long haul.

**Example:** Joe Torre, manager of the New York Yankees, has been called both the heart and the soul of this ballclub—winner of three straight World Series Championships. In a job peopled by notorious examples of unruly tempers and insensitivity, Torre stands out as a calm, highly-respected exception—exemplifying the collaboration and teamwork competencies in action. He is known for going to bat for players he believes in—whether those going through tough times on the field, or difficult personal struggles like family illnesses or the death of loved ones. He is open with his emotions with those he leads—a hallmark of the affiliative style he exemplifies. This style has an incredible impact on the emotional climate of an organization and contributes mightily to the team resonance the Yankees ballclub exudes. But the style's exclusive focus on feelings and praise can allow poor performance to go uncorrected and leave employees in the dark as to how to improve. That's why Torre uses this style in close conjunction with the visionary approach—he states a mission, sets standards, and lets players know whether their work is furthering the group goals. This potent combination has helped make the modern-day Bronx Bombers one of the most celebrated and successful teams in baseball history.

# The Bosses People Dread Working for: Emotionally Toxic Leaders

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**How They Operate:** Dissonant leaders drive groups toward antagonism and hostility. They create a toxic work environment in which people feel off-balance, and consequently, perform poorly.

## **Preferred Leadership**

**Styles:** Commanding: top-down, authoritative approach  
Pacesetting: relentless focus on results at all costs

## **Crucial EI**

### **Competencies**

**Lacking:** Empathy, artful collaboration, caring about developing the best in people, among others

**End Result:** Even though these leaders may seem effective in the short run, in the long run they wreak havoc on the emotional climate, strangle individual potential, and drive overall results downward.

**Example:** Al Dunlap, the notorious former CEO of Scott Paper, was initially applauded for the dramatic turnaround at the company. His commanding leadership style involved ruthless tactics such as huge cutbacks and policies that largely ignored the human element at the company. And because the commanding style was not balanced by a more resonant leadership style, it eventually squelched motivation, individual performance, and the organizational climate. In fact, later analyses saw Dunlap's cutbacks as so excessive that they severely compromised the company's future success. Dunlap's dissonant leadership style—and the problems associated with it—followed him to his next post as CEO of Sunbeam. Within two years he was fired, and he and other executives at the company were indicted by the SEC. The charge: using fraudulent tactics to create the illusion of a successful restructuring to sell the company at an inflated price.