



# How Good a Leader Are You?

Compelling new research sheds light on how to lead effectively.

By Terrence Fernsler

## Why Should Anyone Be Led By You? What It Takes to Be an Authentic Leader

By Rob Goffee and Gareth Jones. 250 pages. Hardcover. Harvard Business School Press ([www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)).

Much has been written and said about leadership, but how does one become an effective leader? After interviewing dozens of leaders and their followers to answer this question, Rob Goffee and Gareth Jones relate their findings in this cogent book.

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Of course, there's no single answer: Becoming a leader isn't easy. Leadership is a process, learned and tested over time. We do know that trying to mimic successful leaders will end in failure.

The good news is that in this book we learn what constitutes effective leadership. Leadership requires authenticity. It's nonhierarchical, and it's a relationship; leadership can't exist without followers. Leaders admit their shortcomings (in the right context) and don't sell themselves short. They use their unique characteristics to develop relationships with followers but still maintain a certain distance. Leaders are people who have learned to sense situations within their organizations so they know when it's appropriate to trust their intuition. They're good at listening and adapting to the different needs of followers.

Leadership involves personal risk; leaders must be willing to commit themselves. Leadership isn't a part-time job, but it's worth the time and effort when meaning and high performance are brought to an organization. Effective leaders make a difference.

When leaders strike a good balance, they create positive experiences for their followers and are more likely to succeed, which is good for the organization, its partners,

and its clients. The best leaders put themselves in the shoes of their followers. Goffee and Jones explain what followers expect; they also detail how to be a good follower to help inspire leaders.

This book won't teach you how to be a leader—that can only come with practice. What it will do is show what makes a good leader (emphasized by stories of real-life leaders). It suggests how to strive toward leadership so that when the opportunities arise, you and your fellow workers can be ready to assume leadership with confidence. ■

## Cases in Leadership

By W. Glenn Rowe. 431 pages. Softcover. Sage Publications ([www.sagepub.com](http://www.sagepub.com)).

Exploring a wide variety of leadership theories, this book offers 30 cases of leadership, many involving nonprofits. It's designed to help readers analyze leadership situations and apply lessons learned from them.

Through cases covering a wide range of issues, including globalization, diversity, ethics, and motivation, W. Glenn Rowe explains what leadership is—and what it's not. He argues that there's an overabundance of management in organizations but not enough leadership. He also points up the traits needed to lead in diverse cultures—a crucial aspect of modern leadership.

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*Cases in Leadership* can help nonprofit leaders practice problem-solving techniques, make good decisions, and find appropriate methods to use in any given situation. It's a book for leaders who are serious about advancing their skills. ■

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## Leadership in Action

In *Growing the Distance*, Jim Clemmer ([www.clemmer.net](http://www.clemmer.net)) pictures leadership as a wheel. The growth process is centered at the hub (the core of your being) and works outward through six paths, or spokes:

- 1. Responsibility for choices.** If it's to be, it's up to you. Choice more than chance determines your circumstance.
- 2. Authenticity.** Be true to who you are, and gather feedback on your behavior for consistency with your values and priorities.
- 3. Passion and commitment.** Overcome apathy and

cynicism, and develop a burning commitment to your cause.

- 4. Spirit and meaning.** Lead from your heart. Be a purposeful leader who makes meaning for others.
- 5. Growing and developing.** Never stop learning, experimenting, and developing yourself and others.
- 6. Mobilizing and energizing.** Move beyond manipulative motivational programs to deeper sources of power by creating high-energy environments, improving communication, and building teams. □