Failure of Leadership

Salvatore Moccia

> *Leadership is a whole combination of different ingredients—but by far, by far, the single most important ingredient of leadership is your character. . .99 percent of all the leadership failures in this country (USA) in the last 100 years were not failures in competence; they were failures in character. Greed, lying, prejudice, racism, intolerance, sexism, hate, immorality, amorality—none of these things are competence failures. They are all character failures*
>
> Norman Schwarzkopf (1999)

Introduction

The mystery of what leaders can and ought to do in order to spark the best performance from their people is age-old. In recent years, that mystery has spawned an entire cottage industry: literally thousands of "leadership experts" have made careers of testing and coaching, all in pursuit of creating businesspeople who can turn bold objectives into reality. Still, effective leadership eludes many people and organizations (Goleman, 2000). What is leadership—I mean, what is a possible definition of an effective leadership that has been really tested on the field several times with good results? U.S. Field Manual 6-22, Army Leadership (2015), defines leadership as the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization. So, according to this definition, the objective of leaders is not only to reach the objective, but also to improve the consistency of the organization. In short words, get more money and improve the organizations. Quite easy, no?

It is, therefore, clear why leadership has become one of the most thoroughly explored concepts in business and industry. Good leaders make good money. Bad

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leaders make bad money, meaning that ineffective leadership damages organizations. Ineffective leadership is the perfect formula for bankruptcy, lost sales, lost reputation, and other organizational and human disasters.

Successful business results depend on good leaders, who are able to surpass their individualism and egocentrism and look after the benefits of the people and the entire organizations. Leadership behaviours that lead to corporate failures, such as Enron, Motorola, Nokia, Lehman Brothers, Monte dei Paschi di Siena, etc., confirm that common sense is not something so common, and doing the right thing is not just a matter of applying a formula.

As Moore (2011) noted, ineffective leader is *"someone who engages followers, but fails to produce the desired results. Ineffective leaders do not create the intended outcomes, due to a combination of missing traits, weak skills and poorly conceived strategies, among other attributes. To distinguish, unethical leaders fail to distinguish right from wrong"*, whereas effective leader is defined as *"someone who engages followers, and achieves the desired outcomes. While effective leaders attain goals, one must recognize that effective leaders are not necessarily ethical leaders who strive to create positive results for the common good. While Hitler may be an example of an effective leader, as he achieved desired outcomes, he also exercised unethical behaviour and violence to attain goals."*

Defining Leadership and Management

Let's be clear that the word 'leadership' is not a synonymous of management. The two concepts are different. Many organizations are very well managed, and very poorly led. Being a leader—as Bennis (1990) pointed out—means having an entrepreneurial vision and the time to spend thinking about the forces that will affect the destiny of the organization. Therefore, as we go back to our definition of leadership, being a leader means not only getting the objective, but also to define the route, the course of the organization not only to survive in the future, but also to improve it. The organization can only be improved when organizations are led (not managed) and inspired by truly leaders who can affect positively the destiny of the organization. As a consequence of this, being an ineffective leader means not only not getting the objectives, but also not having the skills and the ability to forecast the future and define to course of action. Leadership always start with a sort of dream, a vision, a place where to stay in the next years, and not the short-time objectives. These are part of managers' job. *"Leaders are people who do the right thing; managers are people who do things right. Both rules are crucial, but they differ profoundly"* (Bennis, 1990). Consequently, ineffective leaders are people who fail to do the right thing.

Let's think just for a while to Motorola, the inventor of the mobile phone communication. What happened to a company that once was the number one of its sector? Christopher Galvin, the grandson of Paul Galvin, the founder of Motorola, served as the Chairman and Chief Executive Officer of Motorola between 1997 and January, 04 2004 when he was forced to resign from Motorola by a Board that did not share the same view of him of the *"pace, strategy and progress at this stage of the turnaround"* (Maney, 2003). In an unusual frank internal memo sent to his executive staff on Jan. 28, Mr Galvin declared that Motorola had become *"arrogant and dogmatic"* and *"slower than we should have been in adapting to new events"*. The company had *"systematics problems"* in marketing, timely delivery of products, and in the quality of its wireless networks. *"Motorola"*, he concluded, *"traditionally has been unable to collaborate successfully inside or outside the company"* (Cravens, 2000).

This internal memo gives us the opportunity to introduce the concept of "team leadership" or "collective leadership" and analyse the possible existence of "team leadership failure". From the example presented before, it is clear obvious to say that Mr Galvin cannot be held responsible for Motorola's decline. Mr Galvin in that memo also blamed the Motorola's culture of *"warring tribes"*, the teams and sectors that have traditionally fought each other for funding and support from headquarters.

So, blaming one leader to be the only responsible for the failure of an organization it is not right, especially considering the fact that work teams are prevalent in today's organizations. *"The reliance on teams is due partially to increasingly complex tasks, more globalization, and the flattering of organizational structures"* (Northouse, 2016). Effective team leadership has been found to consistently relate to team effectiveness.[1] The contribution of leadership to effective team performance rests on the extent to which team leaders help members achieve a synergistic threshold, where collective effort accomplishes more than the sum of individual abilities or efforts. (Zaccaro, Heinen, & Shuffler, 2009). Strong leaders and strong leadership teams are essential to sustaining today's high complex and globalized business. Going back to what we said at the beginning, it is time to affirm that "good leader, good business" is not anymore sufficient. In today's high competitive world, "good leader and good team leadership, is equal to good business". Therefore, bad leaders and bad team leadership are the main responsible for failure.

It is, hence, imperative to define some of the elements that could help us to recognise the incipient of a leadership failure.

Fail to Develop a Clear Vision and Mission Statement

Vision and Mission define what the organization is and what it does and provides important guidelines for getting the objectives and improving the organization. A well-conceived vision–mission statement defines the fundamental, unique purpose that sets a company apart from other firms of its type and identifies the scope or domain of the company's operations in terms of products/services offered. Research reveals that firms with an explicit business-domain definition, or, in other words, a statement identifying the competitive boundaries of the organization, may contribute to better performances because it improves competitor analysis, allows timely

[1]See also Badke-Schaub and Hofinger (2018).

detection of threats and opportunities and aids the development of appropriate strategic response. Drucker went so far as to say that managerial neglect of the "what business are we in?" issue is the number one cause of organization frustration and failure (Sidhu, 2004).

Fail to Develop a Results-Driven Organization

The main purpose of leadership is to provide means for the continuation of the business. Most people would say that profit is a dirty word. Nonetheless, no business or organizations can continue without generating a surplus over and above its cost of operation. However, the search for profit should be not widely accepted without a structure that is able to "ride the bull". Effective leaders need to find the best structure for accomplishing their goals. On October 15, 1998, Boston Chicken—whose initial public offerings (IPOs) in 1993 was received as a great entrepreneurial success story, with their stock price soaring 143% on its opening day— filed for "Failure in Intercultural Cooperation" bankruptcy protection. What went wrong? Did Boston Chicken expand too far too fast? From May 1992 to 1998, it grew from 34 stores to 1.143. Sales jumped from about $21 million in December 1991 to nearly $1.2 billion in 1996. Great grow is possible, but no so wild and, especially, without a result-driven organization that is able to manage a wild growth, and with the adequate training on controls over operations, costs, customer service, and locations. (Hartley, 2001).

Fail to Recruit and Develop Competent Workers

Not all the top performers in an industry are hired by the top performer company. Effective leaders are able to build their business on good, reliable, normal workers, flanked by few superstars. Learning and development is increasingly recognised as a function that contributes to the attainment of strategic organisational objectives. (Crawshaw, Budhwar, & Davis, 2014). Learning and development provides the mechanism for knowledge creation and exchange, thereby driving organisational change. The promotion and retention of talent through rigorous developmental interventions lie at the heart of effective learning and development.[2] As Andrew Carnegie said *"The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it."*

[2]See also Kauffeld and Massenberg (2018).

Fail to Build a Collaborative Climate

Collaborating reflects a high concern for your own interest and a high concern for the interest of the other party (Phillips & Gully, 2012). Effective leaders should create a culture of collaboration, based on trust, in order to fulfil both parties' needs with a goal of "I win-you win". Organizational commitment reflects the degree to which an employee identifies with the organization and its goals and wants to stay with the organization and to further develop it. Creating an environment that sustains collaboration and assonance, can positively impact a company's bottom line, since emotions affect productivity, creativity, and engagement. The Towers Perrin Global Workforce Study on engagement at work (2008), highlighted that *"only one out of every five workers today is giving full discretionary effort on the job, and this 'engagement gap' poses serious risks for employers because of the strong connection between employee engagement and company financial performance."* The more engaged the workforce, the better a company is likely to perform on a range of key financial metrics. Thus, leaders that fail to engage their employees may be lagging both in today's tough market for talent, as well as in the broader market for customers, revenues, investors and capital. Layard (2009) noted that *"our society has become too individualistic, with too much rivalry and not enough common purpose. Values matter. . .we do not need a society based on Darwinian competition between individuals. Beyond subsistence, the best experience any society can provide is the feeling that other people are on your side. That is the kind of capitalism we want."*

Case Study

Former Tesco Boss Leahy Criticizes 'Failure of Leadership' at the Grocer[3]

Former Tesco chief executive Sir Terry Leahy has said there was a "failure of leadership" under his successor Phil Clarke. He also said the grocer had allowed consumer trust to be "eroded" in recent years. Leahy said Tesco's loss of price leadership had undermined shopper trust. He said: *"Tesco is the biggest, people expect it to have the best prices and know they can trust Tesco to deliver that and not have to shop around and check that they're getting the best deal. I think that some of that trust has been eroded, which has meant that people have shopped around."* Leahy said of Clarke: *"People tried very hard to do the right thing, it clearly has not worked. In the end that's a failure of leadership, not a failure of the business, not a failure of the people who work hard every day in the business. When you're the CEO, if it goes well, you get credit, if it doesn't go well, you must take responsibility and Phil Clarke has taken that responsibility and paid the price with his job."* He added: *"I think the culture did change under Phil Clarke and not for the better. I think if you talked to people who knew Tesco, worked in Tesco when I was there, actually the culture was pretty positive and it has to be*

[3]Taken from MacDonald (2015).

because it employs half a million people and you can't make them do things, you have to motivate them to do things, they've got to want to do it."

Fail to Define the Operational Concepts

Effective leaders acknowledge that operations demand a clear understanding of certain key operational concepts involved in the business. These are: estimate of the situation, objectives, priorities, end-state, limitations (constraints and restraints), main effort, and sequencing. End-state is the situation which needs to exist when and operation has been terminated on favourable terms. Main effort is the concentration of means, in a particular business/project; it provides a focus for the activity the effective leader considers crucial to success. Sequencing is the arrangement of activities within an operation in terms of time, space and resources. A 2005 study by the U.S. Government identified at least three benefits for having a well-prepared Concept of Operations. They were: (1) Stakeholder Consensus—ensuring that every partner understands and supports the proposed system. (2) Risk Reduction—forcing the sometimes painful but always beneficial process of predetermining every aspect of the system before it is procured or implemented. (3) Quality Improvement—discovering every opportunity to leverage existing and new infrastructure to increase system performance.

Fail to Recognize that Gravity Wins

Hamel (2012) highlights that managers too often see themselves as farmers. They've been given a plot of ground to cultivate, a business or a market segment, and their goal is to grow the biggest possible crop of profits. They fail to recognize that over time, yields fall as the soil becomes more saline, or as vital nutrients are depleted. Hamel (2012) suggest that manager should see themselves as ranchers whose grass-fed herds is always on the move. When a pasture gets grazed out, you move the herd on. Effective leaders recognize that to sustain success, *"they have to be willing to abandon things that are no longer successful."* (Hamel, 2012) Take the Nokia's case. Nokia lost the smartphone battle because divergent shared fears among the company's middle and top managers led to company-wide inertia that left it powerless to respond to Apple's game changing device (Huy & Vuori, 2015).

The real truth was that Nokia ignored threats to its business. They are that it made the wrong OS choices and the wrong platform choices. It lacked experience in the latter and it is still faltering over the former. It did not ignore the dangers. It simply did not understand the new skill sets it needed (Shaughnessy, 2013).[4]

[4] As an example see Coleman-Lochner (2016).

Fail to Recognize that Strategies Die

Again, Hamel (2012) indicates that no strategy lives forever. Strategies die when they are replicated (e.g. Calis, Levitra, and Spedra copy Viagra), superseded (e.g. Wikipedia created a free alternative to traditional encyclopaedias) or eviscerated (e.g. Ryanair). Effective leaders should always pay attention to the environment and try to avoid getting surprised. While Nescafé and others competed for the supermarket business using coupon promotions, other firms such as Starbucks, succeeded in selling a very different kind of coffee in different ways and for a higher price. Another example: On-line music providers were largely ignored by the major music labels until they gradually became major players (Aaker & McLoughlin, 2010). One key to success in strategic opportunism is an entrepreneurial culture and the willingness to respond quickly to opportunities as they emerge. Hugues, Hugues, and Morgan (2010) define *"strategy failure as considerably substandard business performance relative to major, direct competitor referents. In other words, the realized strategy is not meeting the firm's performance objectives and performance is far worse relative to competitors and is thus a failing strategy."* The authors contend that *"strategic managers must understand their market environment, customer needs, value drivers, and competitors' behaviour and from this, formulate and implement the correct product-market strategy, that is, to realize the strategy. Consequently, strategic managers invest much time and effort in this strategy-making process*[5] *to bring the product-market strategy to fruition. A key decision facing strategic managers is whether to persist or adhere with the current product-market strategy or change the direction of the organization and follow a new strategy."*

Fail to Recognize that Virtues Matter

As Moccia (2012) highlights, looking at the relationships between virtues and leadership, it is interesting to note that leadership differs from management by the fact that it moves souls and hearts, not only brains. Leadership is about how to be, not how to do (Hesselbein, 2004). Leadership is irrevocably tied to morality (Safty, 2003). Virtue creates the space in which leadership occurs by instilling trust (Havard, 2007). Leaders who encompass virtues build trusts; and the greater the trust, the faster things get done (Duran, 2008). Effective leaders recognize the compounding effects and benefits of leading with virtues. Virtues beget virtues. Empirical investigations by Neubert, Carlson, Kacmar, Roberts, and Chonko (2009) showed that managers can virtuously influence perceptions of ethical climate, which in turn will positively impact organizational members' flourishing as measured by job satisfaction and affective commitment to the organization. Followers who aspire to lofty positions naturally emulate the behaviours of the people who lead them.

[5]See also Bedenk and Mieg (2018).

Leaders who lead through virtue inspire people to follow suit. This creates several advantages. A culture built with virtue is resilient, capable of withstanding changes inspired from within and changes from the outside. A culture of virtue is also great for retention.

Fail to be Flexible

Today's economy is revolving around innovatively assembled brain power, not muscle power (Peters, 1994). However, most of our management rituals were invented (a very long time ago) to promote discipline, control, alignment, and predictability. To out-innovate the upstarts, a company must reengineer all of these processes constantly so they facilitate bold thinking and radical doing (Hamel, 2012). In today environment, inflexibility is a dangerous illness. Keough (2008), includes the "inflexibility" in his list of the Ten Commandments for business failure. He notes that *"not taking a risk and being inflexible are closely related, but there is an important nuance of difference. The truly inflexible people are not avoiding risks. They are not merely reluctant to take a risk on some change or innovation. They are so set in their ways, so sure that they the formula for success that they simply cannot see any other way of doing things."* Wheatley (1994) notes that *"equilibrium is neither the goal nor the fate of living systems, simply because as open systems they are partners with their environment… Prigogine's work on the evolution of dynamic systems demonstrated that disequilibrium is the necessary condition for a system's growth… organizations and their environments are evolving simultaneously toward better fitness for each other… if an open systems seeks to establish equilibrium and stability through constraints on creativity and local changes, it creates the conditions that threaten its survival."* In fact, in a world of mind-flipping change, what matter is not merely a company's advantage at a point in time, but its evolutionary advantage over time (Hamel, 2012). As McRea and Betts (2008) noted in today's dynamic environment, static firms are not likely to endure. Rather, companies must adapt to their environments' varying conditions, react to their competitors' actions, and respond to their customers' changing requirements. To be successful, organizations must find ways *"to redefine or rejuvenate themselves, their positions within markets and industries, or the competitive arenas in which they compete"* (Covin & Miles, 1999).

Fail to Assume Responsibility

According to Collins (2001), the author of the best seller "Good to Great", *"the good-to-great companies built a consistent system with clear constraints, but they also gave people freedom and responsibility within the framework of that system."* The leader sees leadership as responsibility rather than as rank and privilege. When things go wrong—and they always do-leaders do not blame others. Napoleon said: *"There are no bad soldiers, only bad officers."* A good leader takes a little larger share of the blame (Garner, 2002). Some scholars (e.g. Du Gay, Salaman, & Rees, 1996) call for a "redefinition of management" that consists on major shift in the contract between employer and manager. This redefinition of management not only emphasizes and articulates the skills/competencies managers will need in order to act effectively in their newly empowered and accountable roles, but also reflects the delegation of responsibility to ensure achievement, possession of these competencies, to the managers themselves. Effective leader accepts personal responsibility for results. Brown (1985) noted that essentially there are two actions in life: performance and excuses. Based on these two distinct actions, entirely different attitudinal approaches exist: internalists and externalist. Internalists are those who are performance-oriented, accept personal responsibility for their actions, successes and failures. On the other side, externalists are those who refuse to accept their responsibility for their position in life and hide behind excuses. An important facet of responsibility is being able to admit you are not all-knowing, and you need others' help. Effective leader is able to create a constellation of executives to assist him not only with the needed service, but also with the needed information (Bennis, 1990).

Fail to Recognize the Human Nature of the Organizations

As Blau (1956) noted, *"to administer a social organization according to purely technical criteria of rationality is irrational, because it ignores the no rational aspects of social conduct."* In fact, business is about human activity that is carried out by individuals within organizations (Melé, 2009). In 1960, Douglas McGregor (1906–1964) published his book The human side of Enterprise, where he presented his theory Y. His theory was revolutionary because it emphasized fostering individual self-direction and full potential, exceeding the mere satisfaction of personal needs. Generally, as Webb and Norton (1999) highlight, human resource administration was influenced by McGregor's theory to:

- Place new emphasis on the importance of the human dimension in organizations and give a new meaning to the utilization of human resources
- Emphasize the positiveness of employees' potential to contribute in intellectual and meaningful ways to organizational effectiveness
- Underline the fallacy of total centralization of administrative actions and emphasize the values of employee participation on a broad scale throughout the organization
- Present a new view of expectancy motivation and human behaviour in that, when management concepts allow for high-level performance expectations, employees tend to respond.

From the corporations' point of view, Herb Kelleher, the co-founder of Southwest airlines, in a superb video available on internet, analyses the formula of the fantastic success of Southwest Airlines: the business of business is people, now and forever. The argument he presents is the following one: if we care our employees, they will care our customers. Our customers will like this, and they will fly again with us, which gives money to our shareholders. It is a fantastic example of a business which has identified organisational culture as a source of sustainable competitive advantage. Kelleher identified the need for an employee-centered culture at Southwest as the way in which his airline could deliver outstanding customer service.

Fail to Create a Culture of Fun

The World Health Organization analyses estimate that by 2020 depression will be the second leading cause of work incapacity, and they indicate that at present 22% of the workforce in Europe (almost 40 million workers) are victims of stress due to work. The meta-analytic research by Luthans and Youssef (2007) has shown that positive organisational behaviour can contribute between 4% and 15% of the variation in work performance. In addition, the authors calculated the economic impact of the results in the two companies where the research was conducted, concluding that the usefulness of individual positive psychology (optimism = 0.028 and persistence/tenacity = 0.055) multiplied by the average salary of an employee ($50,000) and multiplied by the number of workers (almost 25,000) results in an increase of $50,000,000 in the companies' profits. Finally, the authors note that *"the positive behaviours of workers, together with the positive behaviours of organisations, have a positive and substantial impact on both individual and organisational performance as well as on other business results. These results are probably more important than the results that can be achieved using other material resources, or other economic models."* Other empirical studies support these findings. In particular, the investigations of Wright and Cropanzano (2004), which show that Happiness/Psychological Well-being (PWB), a very similar concept to that of positive organisational behaviour, explained up to 25% of the variation in the results of workers. Specifically, the authors note that the higher the level of happiness and positive emotions of workers, the stronger the link between job satisfaction, performance and results. These authors, making a calculation similar to the one described above, note that in a company of ten engineers with an average salary of $65,000, the annual profit of Happiness/Psychological Well-being (PWB) is $650,000. Judge and Erez (2007) suggest that a correct application to performance of the combination of Emotional stability and Extraversion—which, in turn, is a reflection of a happy personality—involves much more significant results than isolated behaviours. Their results clearly indicate that people who are optimistic, cheerful and enthusiastic in life, achieve better performance than sad people (see the Brady Co.'s case study). According to Zamagni (2007), not only it is possible to combine happiness at work and productivity, but it is necessary to pay attention to this matter if the company wants to remain competitive in the long run. Hackman and Wageman (1995), addressing TQM Philosophy, report Kaoru Ishikawa's contention that *"An organization whose members are not happy and cannot be happy does not deserve to exist"*. According to Avolio, Howell, and Sosik (1999), the use of humour in organizational contexts can be hypothesized to have both direct and indirect effects on individual and unit performance, and has been associated with improving morale among workers, creating a more positive organizational culture, enhancing group cohesiveness, stimulating individual and group creativity, and increasing motivation. Their empirical investigation—directed at the 115 leaders of a large Canadian financial institution and their 322 respective followers, indicated that humor had a positive, direct relationship with the two performance measures used—consolidated unit performance and individual performance appraisal—suggesting that leaders can be trained to use humor in constructive ways.

Case Study

Brady Co. and the Culture of Fan

Brady Corporation. It was founded in 1914 in Eau Claire, Wisconsin, as W.H. Brady Co., and renamed Brady Corporation in 1998. It makes more than 50,000 industrial identification and specialty coated material products. The company began selling products internationally in 1947, and has 9000 employees around the world; it operates in 26 countries and distributes its products in more than 100 countries. For fiscal year 2007 the company presented the following financial results: Net Sales: $1.36 billion, Net Income: $109 million, return on stock investment: $1000 invested in Brady Stock in July 1984 grew to over $30,000 by July 31, 2007 with dividends reinvested. In 1994 Katherine M. Hudson became the first non-family member to run the company. The newly appointed President and CEO decided to start a program to include fun as an integral part of the culture at Brady Corporation, *"not simply as an end in itself but for serious business reasons. We've found that getting people to loosen up and enjoy themselves has numerous benefits. It can break down jealously guarded turf boundaries. It can foster an esprit de corps throughout the company and greater camaraderie on teams. It can start the conversation that spurs innovation and increase the likelihood that unpleasant tasks will be accomplished. It can help convey important corporate messages to employees in memorable ways. It can relieve stress and, heaven knows, we can all benefit from that"* (Hudson, 2001). Seven years after the beginning of the program, the company had doubled its sales and almost tripled its net income. The President and CEO wouldn't attribute this performance solely to having a fun culture but *"our performance is a sign that a company can be fun and friendly for its employees and fierce with its competitors. In fact, the fun has made us fiercer, by making the organization more flexible and dynamic and our people more creative and enthusiastic."*

Fail to Trust Your People

Yes, trust matters. Cho and Poister (2014) pointed out that many scholars demonstrate its importance for effective management. Trust is expected to decrease transaction costs and the necessity of monitoring while increasing job satisfaction, information sharing, and performance—and a lack of trust brings negative outcomes such as low commitment, low motivation, and cynicism. Rasch's (2012) investigation on the relationship between trust and leadership, found, among other things, that an individual's propensity to trust seems to affect trust in leadership through perceptions of leader trustworthiness. Indeed, leaders can inspire trust by being capable, kind, and honest. Leader integrity is the most important direct determinant of trust in leadership. Trust may act as a substitute for costly and rigid formal control mechanisms, like legal contracts. Trust in leadership is also important to predicting turnover intentions, even beyond job satisfaction and organizational commitment. Another scholar, Harrison (2009), found a significantly and positive correlation between transformational leadership and trust. A transformational leader demonstrates behavioural integrity, which allows for the development of trust with followers.

Conclusions: The Good, the Bad, and the Ugly

In 2000 psychologist Daniel Goleman published an article on Harvard Business Review titled "Leadership that gets results". In his piece, the author highlights that *"new research suggests that the most effective executives use a collection of distinct leadership styles—each in the right measure, at just the right time."* Goleman then introduce the six different leadership styles, each springs from different components of emotional intelligence. They are the following: Coercive, Authoritative, Affiliative, Democratic, Pacesetting, and Coaching. Leaders with the best results in terms of best climate and business performance mastered and rely on at least four of them: authoritative, democratic, affiliative, and coaching style. In other words, the Good, the Bad, and the Ugly, as depicted in the famous Sergio Leone's movie (see Fig. 1).

Another important indication from Goleman is this kind of leadership can be learned. As a consequence of this, we could affirm that anyone could be a leader, but most fail to be real leaders. According to new research of Deloitte (Bersin, Geller, Wakefield, & Walsh, 2016) despite substantial efforts by learning professionals, a multibillion leadership development industry, and more than 70 years of leadership research, the overall success by organizations to grow leaders remains dismal. Only 60% of leaders in organizations surveyed show commercial acumen and business judgment; 48% are seen as driving change and innovation; and only 44% build talent for competitive advantage. Again, anyone could be a leader, but most fail to be successful. On the contrary, most represent a sort of leadership that is usually called as "toxic". Toxic leaders are those who put their own need or image above their workers, who are worried about short-term results and micromanagement, and who are insecure, but arrogant and stubborn, in their own positions. Beum (2015) reports that U.S. Army War College states that toxic leaders *"are focused on visible short-term mission accomplishment…provide superiors with impressive, articulate presentations and enthusiastic responses to missions…(but) are unconcerned*

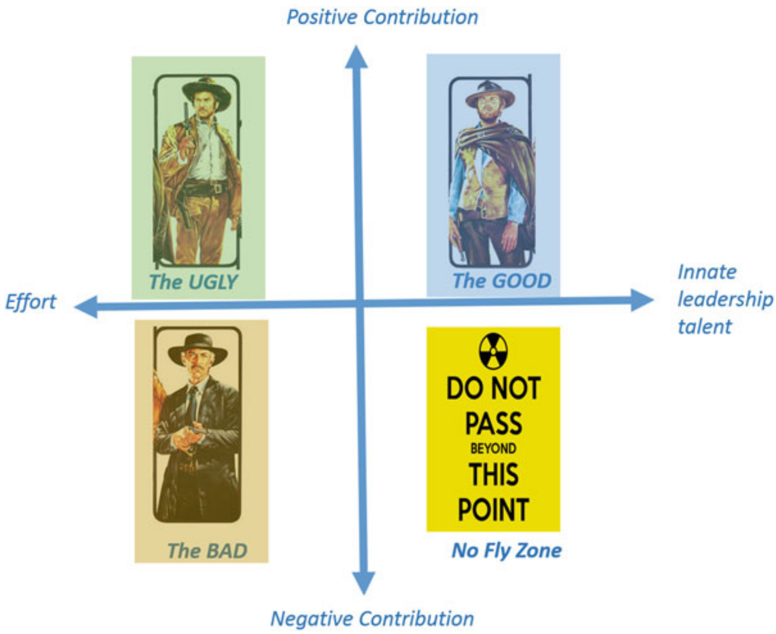

Fig. 1 Two-dimensional leadership model 'the Good, the Bad, and the Ugly'

about, or oblivious to, staff or troop moral and/or climate…(and) are seen by the majority of subordinates as arrogant, self-serving, inflexible and petty."

In conclusion, Goleman (2000) uses to explain the six leadership styles the metaphor of the "array of clubs in a golf pro's bag". Over the course of the game, the pro picks and chooses clubs based on the demands of the shot. Sometimes he has to ponder his selection, but usually it is automatic. The pro senses the challenge ahead, pulls out the right tool, and puts it to work. That's how high-impact leaders operate, too. In other words, effective leaders should have a sort of three dimensions—the Good, the Bad and the Ugly—and use each of them when it is needed. On the other side, ineffective leaders are neither Good, neither Bad, neither Ugly. They are just INEFFECTIVE. And their company inevitably will die under their guidance.

Last words: during the press conference to announce NOKIA being acquired by Microsoft, Nokia CEO ended his speech saying this *"we didn't do anything wrong, but somehow, we lost."* Upon saying that, all his management team, himself included, teared sadly.

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