

For Best Results Leaders Affect Climate - Not the Bottom Line

In previous installments you'll find more about the six leadership styles in non face-to-face environments. They are:

Dictator	Field Marshall	Conductor
<p>"Move now!" "Do as I say!" "Take no prisoners." Best in crisis, to kick-start a turnaround or work with problem employees. Overall Impact: Negative</p>	<p>"Come WITH me!" "I have a vision!" Self confidence, empathy, change catalyst Best when changes require a new vision or when a clear direction needed. Overall Impact: Most strongly positive of all styles</p>	<p>"People come first!" "Let's make music." Builds emotional bonds with empathy, builds relationships & sensitive communication. Best used when rifts or disagreements are apparent in a team or where people need to be motivated through stressful circumstances. Overall Impact: Positive</p>
Balancer	Pacesetter	Coach
<p>"What do YOU think?" "Let's work together." Forges consensus Collaboration, team-ness, clear communication Best to build buy-in or consensus, or get valuable input from valuable employees Overall impact: Positive</p>	<p>"Come on, keep up!" "Reach for the stars!"</p>	<p>"Here's how, you can do it!" "Just keep trying!"</p>

In some customer response centres, all six leadership styles may come into play in a single day. Regardless, as a leader you know your objective is to maximise results through your employees. Recent research (Hay/McBer - USA) has demonstrated that to do this, you must learn to choose the most effective leadership style for the immediate occasion. Contrary to popular opinion, you don't actually get the most positive results by focusing on the bottom line; instead you get the best results by influencing the Climate of your operation.

What is Climate? Well, Climate is not the environment or the culture. Climate is not about temperature, colour schemes, ergonomic furniture or piped-in music. Climate is more than all these things. US psychologists George Litwin and Richard Stringer first defined it as being composed of six key factors that influence an organisation's working environment.

These six factors encompass the current trend of the people employed in general feelings, opinions and policies (obvious and habitual) within an organisation. But this is not "airy-fairy soft" stuff. The impact of Climate on financial results - such as return on sales, revenue growth, efficiency and profitability - has a direct correlation between the two.

Leaders who are skilled in the way they lead -- applying the right style to the right situation -- positively affect their climate, which leads to decidedly better financial results, than those who do not. Climate works with, and in spite of, economic conditions and the dynamics of an organisation's present competitive environment. Most of all it's the one element most easily within the leader's control.

[Read about the author, Darlene D. Richard, at www.CallCentreINTEGRITY.com/articles.htm](http://www.CallCentreINTEGRITY.com/articles.htm)