



Results-Based Leadership

By David Ulrich, Jack Zenger, Norman Smallwood

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A landmark book, *Results-Based Leadership* challenges the conventional wisdom surrounding leadership. Authors Ulrich, Zenger, and Smallwood--world-renowned experts in human resources and training--argue that it is not enough to gauge leaders by personal traits such as character, style, and values. Rather, effective leaders know how to connect these leadership attributes with results. *Results-Based Leadership* shows executives how to deliver results in four specific areas: results for employees, for the organization, for its customers, and for its investors. The authors provide action-oriented guidelines that readers can follow to develop and hone their own results-based leadership skills. By shifting our focus to the connection between the attributes and the results of leadership, this perceptive new guide fundamentally improves our understanding of effective leadership. *Results-Based Leadership* brings a refreshing clarity and directness to the leadership discussion, providing a hands-on program to help executives succeed with their leadership challenges.

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Results-Based Leadership By David Ulrich, Jack Zenger, Norman Smallwood Bibliography

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Editorial Review

Amazon.com Review

It's possible to look like a leader, say all the right things to shareholders, make employees feel good about themselves, and still not produce the sorts of results everyone expects and wants from your company. A previous generation might have called this winning the battle but losing the war.

Directing employees is harder than it looks, since past performance isn't really an indication of how a leader will do in the future. As the authors say, "The half-life of knowledge grows ever shorter in most professions, requiring even high performers to unlearn what they know and do."

The authors--a university professor and two heads of consulting firms--divide leadership priorities into four areas: employees, organization, customers, and investors. A company head generally has to focus on one responsibility over the other three, but can't get away with ignoring any of them for very long. They explain each of these four priorities in depth--noting, for example, that keeping employees committed and productive means "mass customizing" the workplace to fit individual employees' needs while keeping everyone working toward the same goal. That customization may require adjustments unheard-of a few years ago--allowing an employee to work from home in a different city, for example--but pays off in the retention of valuable human assets that would otherwise take their training, experience, energy, and creativity to other companies, possibly competitors.

People who already have leadership positions in their companies can certainly find a lot of important information, but the book may be even more valuable to those who want to move into management roles. It certainly shows what challenges to expect. --*Lou Schuler*

From Library Journal

The authors argue that most business leaders lack insight when responding to the simple question, "What is your business about?" Usually, the response focuses on the company's product affiliation, for example "We're in plastics." In order to get good business results, the authors say, leaders need to understand fully what makes their organization tick at the "elemental level." The authors, a business educator and two company directors, draw on their business experience as well as the work of other business leaders and illustrate with specific strategies and charts how to achieve "results" in four specific areas: employees, the organization, its customers, and its investors. Here we also learn about the leadership attributes of successful companies, information that readers can use as a guide to hone their own leadership skills. A notes section offers additional readings. Recommended for specialized business collections, company executives, business managers, and human resource people. (Index not seen.)

ABellinda Wise, Nassau Community Coll. Lib., Garden City, NY

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From [Booklist](#)

The three authors are a University of Michigan business professor and editor of *Human Resource Management Journal*, a president of a firm specializing in corporate training, and a founding partner of a management consulting firm. They argue that there is a problem with prevailing leadership models and with the spate of recent books devoted to leadership. The three complain that what they see as an exclusive focus on leadership attributes is misguided. Emphasizing that traits are important, they make the case that a model of effective leadership must also consider measurable results. They explain how an organization should

define "desired results," and they identify four areas in which to look for results. Effective leaders invest, leverage, and expand their organization's human capital. They improve an organization's capabilities to learn, to act swiftly, to collaborate without boundaries, and to be accountable. Leaders get customer results by creating firm rather than brand equity. And, finally, in the fourth realm, leaders build shareholder value by improving the company's bottom line--literally! *David Rouse*

Users Review

From reader reviews:

Troy Munoz:

Here thing why this kind of Results-Based Leadership are different and trusted to be yours. First of all reading a book is good however it depends in the content of it which is the content is as delightful as food or not. Results-Based Leadership giving you information deeper as different ways, you can find any book out there but there is no book that similar with Results-Based Leadership. It gives you thrill looking at journey, its open up your personal eyes about the thing in which happened in the world which is perhaps can be happened around you. You can actually bring everywhere like in area, café, or even in your method home by train. Should you be having difficulties in bringing the paper book maybe the form of Results-Based Leadership in e-book can be your choice.

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Mary Brown:

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