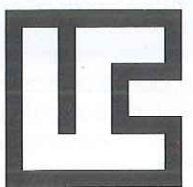


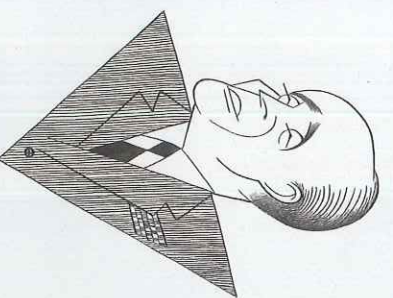
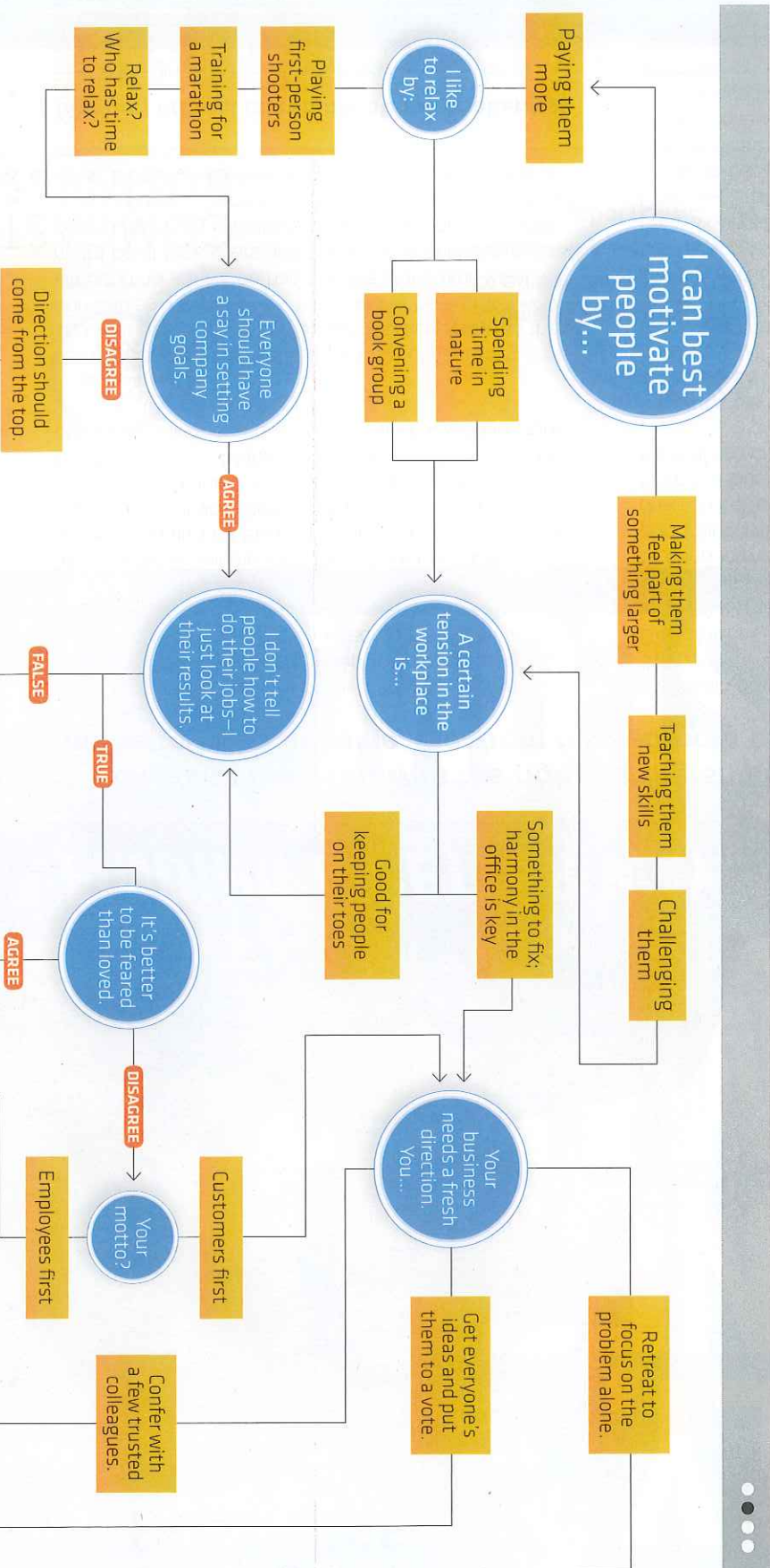
WHAT KIND OF LEADER ARE YOU?

By ADAM BUESTEIN Illustrations by KEN FALLIN



OUR EMPLOYEES PROBABLY have you pegged—as a relentless Type A charger, a ponderer who can't make decisions, a reclusive visionary, or a hothead who throws things. But how well do you know your own leadership style? There are several widely used personality tests out there, and you may know your Myers-

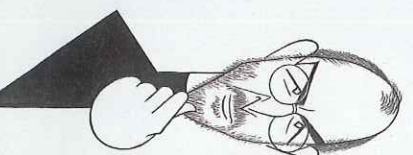
Briggs, Color Q, or DISC type. Our tool—which is based on leadership styles identified by psychologist and author Daniel Goleman—isn't intended as a substitute for other personality evaluations. But if you jump in and answer honestly (as the boss you are right now, rather than the one you aspire to be), you just might get the affirmation, reality check, or wake-up call that you need.



THE GENERAL

EXAMPLES: Rudy Giuliani, Martha Stewart
STYLE: Top-down and rather inflexible, this kind of leader often thrives in a crisis but also struggles with morale problems.

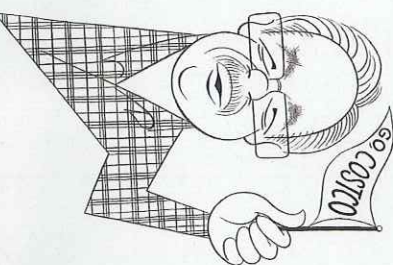
SURROUND YOURSELF WITH: Team builders, who can connect with employees
THINK TWICE BEFORE: Dismissing someone else's idea



THE PARAGON

EXAMPLES: Steve Jobs, Jack Welch
STYLE: High-achieving and hardworking, the paragon sets high standards and leads by example but can have trouble communicating and sharing credit.

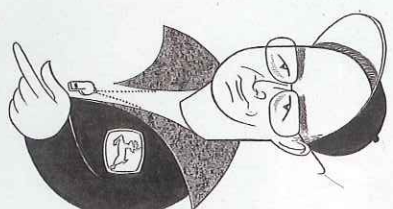
SURROUND YOURSELF WITH: Coaches, who can help employees understand what it takes to meet standards; and team builders, who help boost morale
THINK TWICE BEFORE: Taking control of other people's projects



THE TEAM BUILDER

EXAMPLE: James Sinegal, co-founder of Costco, who, as CEO, kept employee pay high (and his pay low) despite pressure from shareholders
STYLE: By forging strong relationships with employees and giving them lots of freedom, the team builder encourages open communication and fierce loyalty but may let poor performance go uncorrected.

SURROUND YOURSELF WITH: Paragons, who will enforce high standards, and generals, who can focus on details
THINK TWICE BEFORE: Giving unqualified praise



THE COACH

EXAMPLE: John Deere CEO Sam Allen, who mentors 20 to 30 employees at various levels of the company
STYLE: This patient leader encourages employees to develop long-term goals and offers plentiful mentoring to help them succeed—but may not focus enough on immediate work-related tasks.

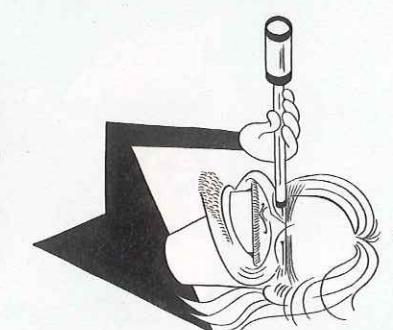
SURROUND YOURSELF WITH: Self-motivated paragons and generals, who can deal efficiently with crises
THINK TWICE BEFORE: Devoting too much time to employees who resist mentoring



THE POPULIST

EXAMPLES: Kim Jordan, CEO of New Belgium Brewing; Bob Moore, CEO, Bob's Red Mill Natural Foods—each turned over 100 percent ownership of the company to employees
STYLE: This consensus builder values employee ideas and the democratic process but can suffer from indecision.

SURROUND YOURSELF WITH: Visionaries with strong ideas of their own
THINK TWICE BEFORE: Calling another meeting



THE VISIONARY

EXAMPLES: Richard Branson, Bill Gates, Barack Obama
STYLE: A big-picture thinker who sets clear standards and inspires with a sense of shared mission, the visionary leader can be overbearing.

SURROUND YOURSELF WITH: Team builders, who can make sure that the needs of individual employees do not get lost in pursuit of a grand vision
THINK TWICE BEFORE: Showing the smart people who work for you how much smarter you are