THE THREE TYPES OF LEADERS

This tool briefly summarizes three types of leaders found in organizations of all types. The diagram outlines the advantages on the balanced leadership approach. In the case of the "genius with a thousand helpers," the CEO delegates too little decision-making responsibility. In the case of "the aloof executive," the CEO delegates too much. Leaders should aim to be balanced by clearly communicating areas where their approval is – and is not – needed.

The Genius with a The Balanced The Aloof **Thousand Helpers Executive** Leader 1. CEO delegates 1. The CEO delegates too much. appropriately; clarifies 1. The CEO doesn't delegate; decision-making roles. tries to do too much. 2. Management team feels lack of focus, accountability. 2. Management team supports 2. Management team feels CEO with timely updates; focuses under-valued. 3. The CEO isn't sure on achieving targets. what's going on, reacts to 3. The CEO feels a lack of surprises. 3. The CEO feels supported, is free to support, feels stressed out. focus on important things. 4. The management team 4. The CEO expresses disappointperceives the CEO to be arbitrary. 4. CEO sees opportunities and ment in the management team. pursues them. 5. Resentment grows between 5. Management team doesn't the CEO and management team; 5. Management team feels grow, isn't able to take on big high turnover results. energized by the challenge. challenges; turnover occurs in management team.