



Primal Leadership, With a New Preface by the Authors: Unleashing the Power of Emotional Intelligence

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It's the book that injected "emotional intelligence" into the business lexicon—and made it a necessary skill for leaders.

In the decade since the bestselling *Primal Leadership* was first published, managers across the globe have embraced its message and continue to attest to the importance of emotionally intelligent leadership. And the book's relevance has reached well beyond the business world: *Primal Leadership* is now used routinely in universities, business and medical schools, other professional training programs, and by a growing legion of leadership coaches.

This refreshed edition of *Primal Leadership* illustrates why the book is all the more timely today as leaders face ever-increasing pressures—from globalization and the economic roller coaster to the hyper-speed of evolving information technologies and the ratcheting up of competitive forces. This whirlwind of change puts increasing importance on the abilities of a leader to be self-aware and composed, focused and high energy, empathic and motivating, collaborative and compelling: in short, resonant. A host of studies worldwide continue to underscore why—and how—emotionally intelligent leadership gets results, especially in today's complex world.

From bestselling author Daniel Goleman and coauthors Richard Boyatzis and Annie McKee, this groundbreaking and still timely book reminds us of the true requirements of successful leadership.

Primal Leadership, With a New Preface by the Authors: Unleashing the Power of Emotional Intelligence Details

Date : Published August 6th 2013 by Harvard Business Review Press (first published 2002)

ISBN : 9781422168035

Author : Daniel Goleman , Annie McKee

Format : Paperback 336 pages

Genre : Leadership, Business, Nonfiction, Psychology, Management, Self Help

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From Reader Review *Primal Leadership*, With a New Preface by the Authors: Unleashing the Power of Emotional Intelligence for online ebook

Jenn "JR" says

Another very enjoyable book based on neuroscience -- here, the authors argue that the number one, original and most important role of a leader is emotional.

Humans are very social -- we're entirely constructed that way and we even automatically copy the posture, mood and expressions of those with whom we are connecting with, even heart rate! "We rely on connections with other people for our own emotional stability" and our limbic systems connect to each other.

People take their cues from leaders -- the look for emotional responses and behavior to emulate. Leaders serve as "limbic attractors" and can exert influence more easily when they are upbeat and positive, as the authors say "nobody wants to work for a grouch." Negative moods disrupt work and break focus from the task at hand. Many studies show that good moods result in good work.

Leaders need to be able to connect with their constituents and motivate them positively. There are two large groups of leadership styles -- resonant and dissonant -- which drive team emotions (and action) positively and negatively. The authors take a deep dive into the different kinds of resonant and dissonant leadership styles --issuing warnings about the latter.

How does a leader become a "resonant" leader? The chief emotional intelligence competencies include: self-awareness, self-management, social awareness and relationship management. It's critical for individuals to identify and refine their values, decide who they want to be, become aware of who they are now and come up with a plan for building on strengths, practicing new skills at every opportunity and establish a supportive network to make this change possible.

Empathy, of course, can be learned. It's important to practice -- the authors remind us, "athletes spend more time practicing than performing!"

Of course, there's a catch: you can have the most emotionally intelligent leader but if she's in the wrong place, it won't do the organization any good.

For emotionally intelligent leadership to be effective, it has to work for the culture of an organization. If your organization is not "resonant" or has some challenges and you want to change culture, two things have to happen: first, emotional intelligence/resonant leadership must be modeled from the top down and the constituents have to be involved in the process of transformation. Every single individual has to be engaged in a process of individual change so that the entire team or organization can start moving in that direction.

Of course - it's not as simple as just sending a few people off to some seminars or having HR organize training for specific people. The half-life of seminars and education varies based on how well the lessons are supported within the culture to which one returns. Teams need to be brought into the process of transformation to identify the norms and culture -- and most people find it easy to agree on the things that are working well. Getting an accurate picture of the things that aren't working well and coming up with alternatives is the most important part of transformation -- along with practice, practice, practice.

The authors repeatedly stress the importance of leaders communicating with their constituents or team -- understanding their values and dreams. This is a pretty common bit of advice from current management/leadership authors such as John Maxwell, Kouzes & Posner and others. And - you cannot be a good leader unless you are being authentic: know yourself, know your values and how they match up to the company. "Primal Leadership" wants you to be a leader who listens, can attune your values to those of your organization, and bring along the team -- this means not just setting aside time for heart-to-heart chats, but also setting aside time for quiet reflection (esp meditation) as a way to tap into what you're picking up subconsciously.

And - why do we do this? More and more, research is showing that the power of group/collective decision-making (with groups that display qualities of emotional intelligence) is superior to that of the brightest individual in the group. By developing emotional intelligence skills in all individuals, teams and organizations, you improve performance, morale, loyalty, satisfaction and many other qualities that make people happy and successful.

Davy says

I DIDN'T FINISH THIS.

I got through about 36-40% and had to stop. My god is it redundant. I probably absorbed a little, but nothing I couldn't have learned in a 1-5 page summary of the book- and I took extensive notes. In the end the absolutely terrible writing distracted me far too much from any real learning.

This book will likely be better for people who don't already have a psych degree and who do have far more patience than I do. I mean, some people like repetition to make sure a message really sinks in. Some people enjoy redundancies. For some, hearing things over and over again makes it all much clearer.

AHHHHHH.

James says

A very good book on EI and how organizations will have a better chance of success when leadership displays and lives the right EI traits. Looking through past and current organizations, I've seen the leaders demonstrate the right EI traits helping an organization and other leaders demonstrate EI traits that have created toxic environments.

This book was also a good self reflection for me to highlight areas I am doing ok on as well as areas where I have struggled in the past and where I'm working to change behaviors. This book was published on/about 2002 and is relevant to this day. Would recommend this if you are looking and willing to take a good at your own leadership styles and how they impact the organization and people around you.

Kim Valentine says

Class assignment: I created a blog for this book at <http://primalleadershipbookreview.blo...> that contains

videos from the authors and other reviews about this book.

According to the book **PRIMAL LEADERSHIP REALIZING THE POWER OF EMOTIONAL INTELLIGENCE** by Daniel Goleman, Richard Boyatzis, and Annie McKee, it takes emotional intelligence (EI) to be an effective leader. The book discusses what emotional intelligence is and gives many examples of the positive effect of six different leadership styles - Visionary, Coaching, Affiliative, Democratic, Pacesetter, and Commanding. I struggled with interest in the book for the first 12 pages because it talked about how the brain functions and did not appeal to my learning style. As the book continued, I became hooked. The authors use real life stories to explain the leadership styles and the emotional intelligence (EI) a leader must have to be successful. The stories made the book more interesting to me and I could relate to the examples. The first half of the book gives examples and comparisons of effective and ineffective leaders. I used this to evaluate my EI strengths and gaps. The second half of the book gave stories and examples of how to develop EI.

PRIMAL LEADERSHIP REALIZING THE POWER OF EMOTIONAL INTELLIGENCE will benefit all school professionals because every teacher, counselor, principal, etc... is in a leadership position with the students and co-workers. This book helps you to recognize your strengths and build on them to develop in areas where you have gaps. The leaders in the school are the models that students learn from. To be a successful professional in education, emotional intelligence is a very valuable quality to possess. I would highly recommend this book. This was a very interesting book, one that I would like in my personal library.

Jon says

I have now read all of Goleman's books. They principally say the same thing which is that emotional intelligence is often more important and more effective than cognitive intelligence alone. After about 1,200 pages of getting the point drilled into my head, hopefully subconsciously I've gained some insight and concepts I can practice. They use a myriad of examples. Which is great but my ability to retain it lacks because as I'm reading I'm not visualizing anything as the authors aren't really telling a story unlike a good novel does which produces images with words and therefore people's ability is higher to retain. So all in all, I get the points needed I think and I'm glad I read it. I need to be empathetic and resonant in my leadership.

Lyndell says

Daniel Goolman is a psychologist who has researched and written extensively on the topic of emotional intelligence. His first book aptly titled "Emotional Intelligence" was written in 1995 and is widely regarded as a pioneering work in the field. This book quickly became a bestseller and the material has been extensively used and quoted in many leadership development courses. Since then, he has written several other books on different areas of emotional intelligence. In another previous book, "Working with Emotional Intelligence", Goolman noted it is not enough to have expertise, experience and intelligence – what matters increasingly are personal qualities such as initiative, empathy, adaptability and persuasiveness. These are all components of emotional intelligence (EI). Unlike IQ, which changes little throughout adulthood, however, EI is largely learned and can thus be taught and developed. Specifically Goolman described five major components of emotional intelligence: Personal Competence (self-awareness, emotional awareness, accurate self-assessment and self-confidence); Self-Regulation (self-control, trustworthiness, conscientiousness, adaptability and innovation); Motivation (achievement drive, commitment, initiative and

optimism); Social Competence (understanding others, developing others, service orientation, leverage diversity, political awareness); and Social Skills (influence, communication, conflict management, leadership, change catalyst, building bonds, collaboration & cooperation, team capabilities). Some familiarity with Goolman's previous books is helpful in setting the foundation for Primal Leadership. It however, can be read and understood on its own apart from Goolman's previous works. In Primal Leadership, Goolman teams up with two other researchers: Annie McKee, a professor of education at the University of Pennsylvania Graduate School of Business and Richard Boyatzis – a professor of organizational behaviour at Case Western Reserve University. The core premise of Primal Leadership is that emotions cannot be kept out of the work environment and that leaders who understand this and who learn how to harness their own emotions and the emotions of their followers are more effective. According to the authors, even if leaders manage to do every other thing right, if they “fail in this primal task of driving emotions in the right direction, nothing they do will work as well as it could or should.” They argue that the emotional task of the leader is the most critical role of the leader – i.e. emotional leadership is primal. The authors cite research extensively – including research from the fields of psychology and neurology- to explain the importance of leading emotionally. Goolman et al refine Goolman's earlier expositions of emotional intelligence – distilling it down to identify four core elements: self-awareness, self-management, social awareness, and relationship management. In explaining how to lead with emotional intelligence, the authors introduce the concept of resonance – which they define as driving emotions positively. This is contrasted with dissonant leadership, which is more rational and far less influential. Four resonant leadership styles are described: 1) Diplomatic, 2. Affiliative, 3. Coaching and 4. Visionary. The dissonant leadership styles are pace-setting and commanding. The authors use real life stories and examples to illustrate the various leadership styles and to show the difference between effective and ineffective leadership. In the second half of the book, Goolman et al outline how to go about becoming a more emotionally intelligent leader. They emphasize that becoming an emotionally intelligent leader is a process that will take time. The suggested plan evolves around setting a vision for oneself, self-reflection, building on strengths while minimizing weaknesses, experimenting and fostering relationships. Anyone who had worked with people already knows intuitively that emotions are a vital part of leadership. This book, however excels in explaining how best to understand and channel human emotions for maximum effectiveness as a leader. Leaders at all levels are likely to benefit significantly from a careful study of Primal Leadership.

Ty says

i've read a lot of management, leadership and self help books and most of them really aren't worth much, but this book, "Primal Leadership" is definitely one of the best so far. "Primal Leadership" builds on Goleman's classic work in "Emotional Intelligence", teaming him up with two other academics who were more on the training side. the resulting work re-states all of the good stuff from the original, but adds a huge amount of practical lessons and insights into how to increase a person's EI and help make a person a better "Primal" leader. after 20+ years of leadership and mgmt, this book comes closest to summarizing what i try to do every day with my teams. sometimes i do OK, sometimes i don't but i think that's my fault, not the plan... :) a must read for anyone who wants to be a better leader, manager, parent.

Michael says

This is one of the better books on leadership development that I've read. The content is definitely 5 stars but since the writing style is academic, it's not the most fun reading. It would be great for a class or an executive coaching program. Imagine what a writer like Malcolm Gladwell could do for this book!

Here are some of my thoughts and observations:

-The focus is very much on the development of emotionally intelligent leadership and how important such leaders are to successful organizations.

-Coming from a scientific background, I was hoping for more emphasis on the brain and neuroscience in the context of developing primal (i.e., emotionally intelligent) leadership.

-I was definitely more engaged in the first half of the book than in the second. For example, I found the categories of resonant vs. non-resonant leadership styles very useful.

Resonant leadership styles:

1. Diplomatic
2. Affiliative
3. Coaching
4. Visionary

Non-resonant leadership styles:

1. Setting the pace (very prominent among scientists and engineers who are promoted into management)
2. Command style

-The second part covered how to move forward -- How do I become a more emotionally intelligent leader? Boyatzis's method (presented below and in the book) is helpful. But this kind of change will definitely be a process -- not a short workshop or seminar -- that will involve both you as the leader and your team.

1. Develop a clear vision your ideal self, the person you want to become.
2. Reflect deeply on your real self - develop self knowledge about who you actually are right now. Identify strengths, which are where the ideal self and real self overlap, and identify weaknesses -- areas where the ideal and real self differ.
3. Develop a learning agenda which builds on strengths while reducing gaps.
4. Experiment with new behaviour, thoughts, and feelings and practicing new behaviors and skills.
5. Developing trusting relationships that help, support, and encourage each step of the process.

Margarida Antunes says

Não terminado (aprox 50%). Tema relevante mas o autor repete-se demasiado e apesar de abordar diferentes

subtemas volta sempre as mesmas conclusões e parece que andamos sempre a ler o mesmo, daí não ter terminado o livro. De qualquer das formas do que li, achei bastante interessante.

May says

This book gets full marks in my opinion, but I would mention that it is not for everyone. This book is idea if you 1) already have worked in a few organizations enough to experience a variety of leadership styles 2) you have attempted and both failed and succeeded in some area of leadership. This book is then perfect and provides great examples on how to move forward. At the center of this book is a belief in the plasticity of the human mind.

I disagree that one should just read the first and last chapter, though I can appreciate why that one might feel that way if they have, already, superior leadership skills. For the rest of us, the examples in the middle are instructive on how to be a good leader as well as how to help or improve our reaction to those we follow.

Since I must return this book, below is where I'm keeping the very interesting checklist that is in the final chapter:

Leadership Competencies:

SELF AWARENESS

- Emotional self-awareness (attuned to your inner signals, which allows you to be candid)
- Accurate self-assessment (know your strengths and weaknesses to the point where you can joke about them)
- Self Confidence - knowledge of yourself so that you can play to your strengths

SELF MANAGEMENT

- Self Control
- Transparency - act in a manner that is true to your values
- Adaptability - ability to multi-task
- Achievement - be the type of person people will follow
- Initiative - have a sense of control over your own destiny
- Optimism - allows you to roll with the punches

SOCIAL AWARENESS

- Empathy
- Organizational Awareness
- Service - run your organization the way you want to be treated.

RELATIONSHIP MANAGEMENT

- Inspiration
 - Influence
 - Developing Others
 - Change Catalyst
 - Conflict management
 - Teamwork and Collaboration
-

Ben Fike says

I read this book on the recommendation of a mentor. As a church leader, I realize I'm just dipping my toe into the vast sea of business leadership literature with this book. Still, the relevance of this book for congregational leadership is immediately obvious. The authors propose that emotions matter enormously for leadership, and that leaders ignore emotional realities in themselves and the organizations with whom they lead at their own peril. This means the "Primal Task" of leadership is emotional management - the self-management of a leader's own emotional life and learning how to respect and respond to the emotional realities of teams and groups. This was probably a more shocking claim in 2003, when this book was first published. It seems that everywhere people are waking up to the limitations of hard rationalism and learning how to take emotions seriously. Still, this book provides a clear and compelling argument substantiated through research. It also provides some very practical suggestions for cultivating emotional intelligence as an individual and in an organization's culture.

I'd recommend this book to anyone interested in leadership development for themselves and those in their field of influence.

Polly Trout says

This book was helpful to me, it had good advice and helped me clarify some thoughts and feelings I've been having around leadership that I had not previously been able to articulate. Goleman argues that one of the most important jobs of a leader is to regulate the emotional atmosphere of the community. Emotions are contagious, and people look to their leaders to set the mood and emotional tone. He also shows that effective leadership is a skill set that can be chosen and learned -- that good leaders are made, not born. And he has practical advice about how to do that. He talks about the four areas of emotional intelligence (self-awareness, emotional self-management, social awareness, relationship management) and how they relate to building leadership competency. He also reviews Boyatzis's theory of self directed learning, which was useful to me:

1. Develop a clear vision your ideal self, the person you want to become.
2. Reflect deeply on your real self - develop self knowledge about who you actually are right now. Identify strengths, which are where the ideal self and real self overlap, and identify weaknesses -- areas where the ideal and real self differ.
3. Develop a learning agenda which builds on strengths while reducing gaps.
4. Experiment with new behaviour, thoughts, and feelings and practicing new behaviors and skills.
5. Developing trusting relationships that help, support, and encourage each step of the process.

This is the approach to coaching and mentoring I've been intuitively taking so it was cool to see it laid out.

I've had a lot of reluctance and ambivalence about becoming a leader. I didn't want to be a leader, and haven't known how to be one, because I've never been a follower. I have slowly accepted that offering visionary leadership is part of my service, that it is something that people need and something that I have the capacity to do well, in part precisely because I hate control, authority, and manipulation. So if it is my fate to be put into positions of leadership, whether I want to be or not, I have a responsibility to do it as well as I am able,

which means developing these skills with discipline and concentration and humility. This book relieved a lot of my anxiety around these issues, making this learning project seem more manageable.

David says

There are many books on the market these days describing leadership skills, but I thought this one had some particularly good insights. It places less emphasis on values like intelligence, vision, and strategy; and more on "emotional intelligence" - enthusiasm, empathy, relationship management, intuitive understanding. Using many real-world examples, the author tries to define and explain those key qualities. Good leaders bring out "resonance" among a team, while poor ones create "dissonance."

Goleman acknowledges that leadership can't be fully taught in seminars and programs; it requires real-world practice. He emphasizes the role of mentors, coaches, and teachers in that process. Leaders who are "emotionally intelligent" will use leadership skills and styles that are "resonance-building" and will create more positive environments.

I found much to think about in this volume, both in the vocational world and in church settings.

Chad Kohalyk says

I am of two minds with this book. On the one hand, there are some useful leadership frameworks and exercises, specifically:

1. The 4 domains of EI leadership and 18 competencies
2. The 6 styles of leadership (and when to use them)
3. 5 Discoveries in learning EI leadership
4. Basically all of chapter 7 (imagining your ideal self and associated free-writing exercises)

On the other this book does a lot of work trying to show bad bosses why they are bad, which can be painful to read. As the authors note, clueless leaders with no self-awareness or empathy communicate with "empty platitudes" and the "smokescreen" of business jargon, which just makes everyone more depressed. Between the genuinely useful chapters there are often chapters that merely serve as a "human manual" for sociopaths.

Jeff Burket says

Originally published in 2002, it is easy for me to think there isn't a lot that is new. The reason being is that much of what this book contains formed the foundation for so much subsequent discussion, writing and thought in leadership and emotional intelligence. The book works through several sections: I. The Power of Emotional Intelligence (discusses how EI traits impact leadership and behavior); II. Making Leaders (how can one improve EI and leadership skills); and III. Building Emotionally Intelligent Organizations.

The book combines anecdote and studies/data (see the 'notes' at the end of the book if you want to learn more

about where their claims come from), is well written, and serves as a great primer on how emotional intelligence traits are critical in leadership. It contains several useful paradigms and guidance on how to operationalize emotional intelligence; below I've pulled out what are - for me - many of the key passages.

Overall is well written, useful, well referenced. Most beneficial for someone who hasn't done much reading into EI and leadership, but truly anyone involved with leading or working with others will likely find benefit in reading it (and if not, then perhaps go back to the index listing of 'self-awareness' and start again on those pages).

Excerpts/quotes/ideas developed:

-EI domains and associated competencies: Self-Awareness (emotional self-awareness, accurate self-assessment, self-confidence); Self-Management (emotional self-control, transparency, adaptability, achievement, initiative, optimism); Social Awareness (empathy, organizational awareness, service); Relationship Management (inspirational leadership, influence, developing others, change catalyst, conflict management, building bonds, teamwork and collaboration).

-On relationship management: 'the art of handling relationships well, then, begins with authenticity.'
'...socially skilled leaders...work under the assumption that nothing important gets done alone.'

-Leadership styles outlined in the book: Visionary, Coaching, Affiliative, Democratic, Pacesetter, and Commanding (be careful with use of the last two!). 'When it comes to filling a leadership position, it pays to find someone who has the flexible repertoire of four or more styles that marks the most outstanding leader...Whatever a leader's repertoire of styles today, it can grow wider tomorrow. The key lies in strengthening the underlying emotional intelligence abilities that drive a given style.'

-CEO disease: the information vacuum around a leader created when people withhold important (and usually unpleasant) information. 'To become more effective, leaders need to break through the information quarantine around them - and the conspiracy to keep them pleased, even if uninformed' (esp. for negative feedback).

-'Are some people born with certain levels of empathy or do they learn it? The answer is both. There is a genetic component to emotional intelligence, to be sure, but nurture plays a major role...everyone can learn to improve, no matter where he or she starts out.'

-Boyatzis's Theory of Self-Directed Learning: 1. My ideal self (who do I want to be) -> 2. My real self (who am I, my strengths, my gaps) -> 3. My learning agenda (build on strengths, close gaps) -> 4. Experimenting (with new behaviors, thoughts, feelings; practicing) -> 5. Developing trusting relationships (support, help, encourage each step in process). Learning agenda: better than a 'performance improvement plan.' which is less meaningful to you individually and more anxiety producing.

-'It's possible to improve if you do three things: bring bad habits into awareness, consciously practice a better way, and rehearse that new behavior at every opportunity until it becomes automatic - that is, until mastery has occurred...'

-'When it comes to leadership, you've just begun the task when you change a single leader. The rest of the job is to develop a critical mass of resonant leaders and thereby transform how people work together....The most effective leadership development works hand in hand with parallel transformations in the organization.'

- 'when teams face their collective emotional reality, they begin a healthy reexamination of the shared habits that create and hold that reality in place...groups begin to change only when they first have fully grasped the reality of how they function...the root of the problem often lies with long-established and deeply embedded ground rules or habits that govern the group. We call those rules norms when we talk about teams, and culture when we refer to the larger organization.'

- Collective mindfulness: awareness of what the team was doing, and why. Allows team to make decisions about what to do and how to do it, rather than blindly following ineffective norms; includes using 'process norms.'

- 'Setting the right ground rules requires an emotionally intelligent leader...the best leaders pay attention and act on their sense of what is going on in the group, and they needn't be obvious about it. Subtle messages...are powerful too. Under such leadership, teams over time naturally accumulate a common, positive lore about how to operate with each other.'

- 'When people have authentic conversations about how they feel about their organization, there tends to be a very high level of agreement about what's working and what's not....they create a language that captures the real truth about the forces that affect people's day-to-day lives in the organization as well as their hopes for the future...Discussions about cultural issues, emotional reality of an organization, and how it feels to work there usually result in people feeling some ownership of the problems, the dream, and the process of getting from the real to the ideal.'

- 'Creating organizations that are emotionally intelligent is ultimately the leader's responsibility. It is up to the leader to help the organization identify its reality - including the cultural norms that hinder it - and then to explore the ideal vision of what could be and help members of the organization uncover their own roles in that vision. And it is leaders who attune people to the vision and begin taking action toward change.'

- 'Leadership development needs to be the strategic priority of the enterprise...to succeed, top management needs to demonstrate that commitment from the top.' (not just a requirement/initiative from the HR department).

- Reasons leadership development initiatives fail: they don't focus on the whole person or on discoveries that lead to sustainable change, ignore the real state of the organization, attempt to change only the person and not the norms of the group, drive the change process from the wrong place in the organization (i.e. it needs to come from the top), and failing to develop a meaningful language of leadership.

- From their conclusion: 'Increasingly the best...lead not by virtue of power alone, but by excelling in the art of relationship....leadership excellence is defined in interpersonal terms...leaders have knack for...articulating a mission that resonates with the values of those they lead. These leaders naturally nurture relationships, surface simmering issues, and create human synergies....they build a fierce loyalty by caring about the careers of those who work for them and inspire people to give their best for a mission that speaks to shared values. An emotionally intelligent leader does each of these at the right time, in the right way, with the right person. Such leadership creates a climate of enthusiasm and flexibility...Such leaders are more values-driven, more flexible and informal, and more open and frank than leaders of old....They exude resonance: they have a genuine passion for their mission, and that passion is contagious.'
