

S. no	Article Name	Author	Description	Link
1	Leadership That Gets Results	Daniel Goleman	New research suggests that the most effective executives use a collection of distinct leadership styles—each in the right measure, at just the right time. Such flexibility is tough to put into action, but it pays off in performance. Leaders use six styles, each springing from different components of emotional intelligence. The types of leaders are Mobilising, Affiliative, Democratic, Coaching, Pacesetter & Commanding. These can be further explained according to The leader's modus operandi, what the leader's style of phrase is, underlying emotional intelligence competencies, When the style works best and how it affects the climate of the organisation	https://hbr.org/2000/03/leadership-that-gets-results
2	Infectious Leadership	Michael D. Watkins	For good or ill, the senior leadership of every organization is infectious. By this I mean that leaders' behaviors tend to be transmitted to their direct reports, who pass them on to the next level, and so on down through their organizations. Over time, they permeate the organization from top to bottom, influencing activity	https://hbr.org/2007/10/infectious-leadership
3	The Authenticity Paradox	Hermiña Ibarra	Authenticity has become the gold standard for leadership. But as INSEAD professor Hermiña Ibarra argues, a simplistic understanding of what authenticity means can limit leaders' growth and impact. All too often, we tend to latch on to authenticity as an excuse for sticking with what's comfortable. But few jobs allow us to do that for long. In this article, Ibarra explains how leaders can develop an "adaptively authentic" style by experimenting with many different leadership approaches. It's OK to change tactics from one day to the next, she says. That's not being fake; it's how we figure out what's right for the challenges and circumstances we face.	https://hbr.org/2015/01/the-authenticity-paradox
4	Managing Through Crunch Time — Without Burning Out Your Team	Flavio Serapiao, Andrew Hill, and Boris Groysberg	Crunch times — the long, stressful hours of work that are often required in the final weeks before a new product launch — can have an inordinate impact on the success of businesses and they're powerful shapers of organizational culture. Effective leaders understand that during these times, it's difficult to achieve excellence without placing significant demands on personnel. Yet any success that comes at the cost of employees' mental or physical health is a Pyrrhic victory. In studying senior U.S. Army officers, who served in extremely stressful and pressure-filled environments, researchers identified the ability to balance this tension between getting the job done and managing the impacts on people as its own leadership competency — one with special relevance to high-performing organizations.	https://hbr.org/2021/09/managing-through-crunch-time-without-burning-out-your-team
5	A New Model for Ethical Leadership	Max H. Bazerman	Rather than try to follow a set of simple rules ("Don't lie," "Don't cheat."), leaders and managers seeking to be more ethical should focus on creating the most value for society. This utilitarian view, Bazerman argues, blends philosophical thought with business school pragmatism and can inform a wide variety of managerial decisions in areas including hiring, negotiations, and even time management. Creating value requires that managers confront and overcome the cognitive barriers that prevent them from being as ethical as they would like to be. Just as we rely on System 1 (intuitive) and System 2 (deliberative) thinking, he says, we have parallel systems for ethical decision-making. He proposes strategies for engaging the deliberative one in order to make more-ethical choices. Managers who care about the value they create can influence others throughout the organization by means of the norms and decision-making environment they create	https://hbr.org/2020/09/a-new-model-for-ethical-leadership