

How Great Leaders Get Great Results

By John Baldoni

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Review by Susan Williams

In order to create a strong, results-driven organization with increased sales, and improved customer service, quality, and productivity, great leaders must be attentive to seven specific management principles: vision, alignment, execution, discipline, risk, courage, and results. They must communicate to make things happen, instill accountability, and encourage innovation to achieve inspired results. Author John Baldoni helps managers to connect with their employees in ways that move their organizations forward in positive ways. In **How Great Leaders Get Great Results**, Baldoni presents detailed stories about leaders such as Anne Mulcahy, John McCain, Steve Jobs, Meg Whitman, and Steven Spielberg.

Leaders help people aspire to doing better through clear communication. In the process of communicating, leaders: 1) aspire 2) perspire 3) require 4) transpire. These factors help managers drive vision, alignment, execution and discipline, in addition to encouraging risk and trust for best results. How leaders point the organization in the right direction is the difference between success and failure. When leaders communicate a specific vision, others will aspire to meet the goals of the cause. Lasting alignment comes from a participatory organization as people support a shared vision and are aimed in the same direction.

Execution and discipline comprise the concept of perspiring, one of the communication action steps to successful leadership. Execution and discipline can be a balancing act between aspiration and perspiration. Execution is what separates vision from reality. It is worth the hard work involved in execution because it delivers the goods. It requires time, concentration, and effort.

Great leaders get great results by creating a vision, establishing alignment, guiding execution, and instilling discipline as they move their enterprise in the right direction. They aspire by generating excitement, perspire through a focus on what needs to be done, they require by reminding people to do what they need to do and they transpire by continuous communication. Ultimately, the way to achieve success is together with others.