

# Seven Ways of Leading

Different leaders exhibit different kinds of action logic—ways in which they interpret their surroundings and react when their power or safety is challenged. In our research of thousands of leaders, we observed seven types of action logics. The

least effective for organizational leadership are the Opportunist and Diplomat; the most effective, the Strategist and Alchemist. Knowing your own action logic can be the first step toward developing a more effective leadership style. If you rec-

ognize yourself as an Individualist, for example, you can work, through both formal and informal measures, to develop the strengths and characteristics of a Strategist.

Action Logic	Characteristics	Strengths	% of research sample profiling at this action logic
Opportunist	<i>Wins any way possible.</i> Self-oriented; manipulative; "might makes right."	Good in emergencies and in sales opportunities.	<b>5%</b>
Diplomat	<i>Avoids overt conflict.</i> Wants to belong; obeys group norms; rarely rocks the boat.	Good as supportive glue within an office; helps bring people together.	<b>12%</b>
Expert	<i>Rules by logic and expertise.</i> Seeks rational efficiency.	Good as an individual contributor.	<b>38%</b>
Achiever	<i>Meets strategic goals.</i> Effectively achieves goals through teams; juggles managerial duties and market demands.	Well suited to managerial roles; action and goal oriented.	<b>30%</b>
Individualist	<i>Interweaves competing personal and company action logics.</i> Creates unique structures to resolve gaps between strategy and performance.	Effective in venture and consulting roles.	<b>10%</b>
Strategist	<i>Generates organizational and personal transformations.</i> Exercises the power of mutual inquiry, vigilance, and vulnerability for both the short and long term.	Effective as a transformational leader.	<b>4%</b>
Alchemist	<i>Generates social transformations.</i> Integrates material, spiritual, and societal transformation.	Good at leading society-wide transformations.	<b>1%</b>