

# Looking Good Is Never Enough: Effective Leaders Have Many Styles in Their Leadership Wardrobe

- A groom used to spend whole days in currycombing and rubbing down his horse, but at the same time stole the horse's oats and sold them for his own profit. "Alas!" said the horse, "if you really wish me to be in good condition, you should groom me less and feed me more." – Aesop's Fables
- Moral of the story: Looking good is never good enough.

What are the characteristics of a good leader?

# Leadership Qualities

- What leadership qualities do I currently possess?
- What leadership qualities do I want to develop?

# Grow Others

- “Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” —Jack Welch, former CEO of General Electric

# What Leadership Styles Work Best for Me and My Organization?

- To answer this question, it is best to understand that there are many styles from which to choose and as part of your leadership development effort, you should consider developing as many different leadership styles as possible.

Leadership is like fashion – choosing the right style at the right time in the right situation is a key element of leader effectiveness.

- However, that is not what most people do. They have one style they use in all situations. That is like having only one dress or one suit that you wear everywhere. All of us would agree that having only one set of clothes is ridiculous. So too is having only one leadership style.

# So What Is My Predominant Leadership Style?

- Take the survey below and find out.
- <http://psychology.about.com/library/quiz/bl-leadershipquiz.htm>
- Taken from the About.com Psychology website you can learn which leadership style is most like you currently.

# Strengths and Weaknesses

- Some styles overlap (i.e. charisma and transformational); some can be used together (facilitative and team building); others are polar opposites (autocratic and participative).
- Each style has inherent strengths and weaknesses, as well as situation where each would be appropriate.

# 1. Autocratic

- Autocratic Leadership style has to do with control and one's perception of how much control one should give to group members. The Autocratic style is high in control.
- Leaders high in Autocratic tendencies are control freaks who want a “firm hand on the helm” and will not tolerate difference of opinions.

# Autocratic (cont.)

- **Strengths:** There are times when people want strong leadership. The most obvious is dealing with a crisis. Another example is when people are not sure what to do themselves. Weak followers want strong autocratic leaders.
- **Weaknesses:** May lead to “people problems” and cause low morale within a group. Autocratic leaders tend to drive people of the organization.

## 2. Coaching

- Coaching Leadership Style is defined as the ability to teach and train.
- Many organizations today have identified “coaching” as one of the preferred leadership styles for their management workforce.
- The primary objective of coaching is to develop the person being coached by supporting, guiding, and challenging an individual to maximize his/her potential and performance.

# Coaching (cont.)

- **Strengths:** Coaching is relationship centered, focusing on personal attention and recognition.
- The best coaches are patient, perceptive, self aware, reflective, supportive, keen observers and good listeners. When leaders are trusted and respected, those under them will respond to their feedback more effectively.

# Coaching (cont.)

- **Weaknesses:** Most people are not born with innate coaching skills. Simply telling someone to “coach” those in the group won’t necessarily equate to success.
- However, learning how to coach is a skill that can be learned and developed. One of the best ways to develop coaches is to be coached by a more experienced mentor.

# 3. Emergent

- Contrary to popular belief, groups don't automatically accept a new person as leader right away. Even if the leader is elected by his/her peers, there will be some members who may resent the person chosen.
- The assigned, or elected, leader may not always become the real leader in a particular setting. Some leaders *emerge* over a period of time and tend to be the most respected and followed by group members.

# Emergent (cont.)

- **Strengths:** Emergent leaders develop over a period of time.
- They tend to be persistent and good communicators.
- They are good at influencing others.
- They deal with conflicts immediately.
- **Weakness:** May be resented by other leaders in the group.

## 4. Laissez Faire

- This leadership style is largely a “hands off” view that tends to minimize the amount of direction and face time required. Works well if members of the group are highly self-motivated.
- Allows group members to make their own decisions in large part.

# Laissez Faire (cont.)

- **Strength:** Allows group members to make their own decisions which supports group ownership.
- **Weaknesses:** Group members may lack the knowledge or experience they need to complete tasks and make decisions.
- Projects can go off track and deadlines can be missed.
- Research has shown that this style leads to the lowest productivity among groups.

# 5. Strategic

- Strategic Leadership is practiced by the military and many large corporations. It stresses the competitive nature of running an organization and being able to out fox and out wit the competition.
- The main objective of strategic leadership focuses on productivity by developing an environment in which employees forecast the organization's needs in context of their own job.

# Strategic (cont.)

- **Strengths:** Strategic Leaders demonstrate their loyalty to their vision by words and actions.
- Strategic Leaders constantly convey their vision until it becomes a component of organizational culture.
- **Weaknesses:** Individual contributions may become lost for the good of the company.
- Strategic Leaders must play the power game skillfully and try to develop consent for their ideas rather than forcing their ideas upon others.

# 6. Team

- Team Leadership Style is characterized by transitioning groups into a team. Supervisors have now become “team leaders.”
- Leaders who demonstrate persistence, tenacity, determination, and synergistic communication skills will bring out the same qualities in their groups. Good leaders use their own inner mentors to energize their team and organizations and lead a team to achieve success.

# Team (cont.)

- **Strengths:** Members proudly share a purpose of why the team exists and are invested in accomplishing its mission and goals.
- Members know what needs to be done next, by whom, and by when to achieve team goals.
- **Weaknesses:** There must be an awareness of unity on the part of all its members and not allow certain members to dominate.
- All members must have a chance to contribute, and learn from and work with others, otherwise morale can be compromised.

# 7. Facilitative

- Facilitative Leadership Style is characterized by asking good questions and listening. By changing the views of one person a ripple effect is created. Facilitative leaders have a high degree of patience as facilitation takes time.
- They are reflective in nature, and tend to be good at reading the "politics" within the organization. They ask structured, probing questions and encourage interaction and debate, helping individuals to see alternative points of view.

# Facilitative (cont.)

- **Strengths:** An environment is created whereby individuals respect the wisdom and contributions of others on the team. Tasks are divided up depending on the skills of each individual member and each individual is accountable for his/her agreed actions.
- **Weaknesses:** This approach requires careful planning. The culture and the timing have to be right. You will need to fully appraise the situation that you face and decide on the degree of individual involvement that is appropriate.

# 8. Participative

- Participative Leaders present a happy medium between over controlling (micromanaging) and not being engaged. This style works best in organizations that must innovate to prosper.
- Participative Leaders accept input from group members when making decisions and solving problems, but the leader retains the final say when choices are made.

# Participative (cont.)

- **Strengths:** Group members tend to be encouraged and motivated by this style of leadership.
- Input from group members with specialized knowledge and expertise creates a more complete basis for decision making since no leader can be an expert in all areas.
- **Weakness:** If leaders ask for input but then ignore suggestions, group members may feel betrayed and become cynical.

# 9. Charismatic

- “Charisma is a fancy name given to the knack of giving people your full attention.” – Robert Brault
- Charismatic leaders are essentially very skilled communicators – individuals who are both verbally eloquent, but also able to communicate to followers on a deep, emotional level.
- But when it comes to the charismatic qualities of leaders, the emphasis is on how they communicate to followers and whether they are able to gain followers’ trust, and influence and persuade them to follow.

# Charismatic (cont.)

- **Strengths:** Charismatic leaders are great for projects that require energy and talent, as well as for short term projects.
- Charismatic leaders inspire others and encourage them to be their best. Group members want to impress a charismatic leader, so they work hard and strive to succeed.
- **Weakness:** Group success tends to hinge on the leader; the charismatic leader is the glue that holds a group together. If the leader leaves, the group dynamic will fizzle and individual members will lose enthusiasm.

# 10. Transformational

- The primary focus of the Transformational Leadership Style is to make change happen in:
- Our Self,
- Others,
- Groups, and
- Organizations

# Transformational (cont.)

- Transformational leaders not only challenge the status quo; they also encourage creativity among followers.
- They take something good and “transform” it into something great. They don’t settle for the status quo, but encourage members to think outside the box. Sports call this type of leader a “player’s coach.”

# Transformational (cont.)

- **Strengths:** They make the rest of the group feel recharged and energized.
- There is also a tacit promise to followers that they also will be transformed in some way.
- **Weaknesses:** One of the traps of Transformational Leadership is that passion and confidence can easily be mistaken for truth and reality.
- Transformational Leaders often have large amounts of enthusiasm which, if relentlessly applied, can wear out their followers, especially if group members are happy as they are.

# 11. Situational

- Situational Leadership Style was coined in the 1950s by management theorists from Ohio State University and the University of Michigan. A series of studies were done to determine whether leaders should be more task or relationship (people) oriented. Surprisingly (or perhaps not), the research discovered that there is no one best style; leaders must adjust their leadership style to the situation as well as to the people being led.

# Situational (cont.)

Situational Leadership II Model  
(Blanchard)



# Situational (cont.)

- Kenneth Blanchard, author of *The One Minute Manager*, derived four situational leadership styles, which were based on two basic kinds of leadership behaviors, directive and supportive:
- **Directing:** provides specific instructions and closely monitors progress; works best when followers are inexperienced.
- **Coaching:** develops people for the future.
- **Supporting:** provides direction and works together with followers to solve problems; works best when followers are not yet comfortable making decisions.
- **Delegating:** turns over responsibility for making decisions to followers; works best when followers are experienced and comfortable making decisions.

# Situational (cont.)

- Sometimes a group needs a warm hug; sometimes it needs a visionary; sometimes it needs a new style of coaching; sometimes it needs a proverbial kick in the rear. For that reason, great leaders choose their leadership style like a golfer chooses his or her club – i.e. the best tool for the job.

# Situational (cont.)

- Daniel Goleman in his book *Leadership That Gets Results* reported that a manager's leadership style was responsible for 30% of a company's bottom-line profitability!
- How does this relate to leadership as a college student?

# Situational (cont.)

- “The best leaders don’t create followers; they create more leaders. When we share leadership, we’re all a heck of a lot smarter.” – Tom Peters, co-author of *In Search of Excellence*
- According to writer and consultant Peter Drucker, “Management is doing things right; leadership is doing the right things.”

# Situational (cont.)

- Here are the six leadership styles Goleman uncovered among the leaders he studied, as well as a brief analysis of the effects of each style on group climate.

# Situational (cont.)

- The **Pacesetter** leader expects and models excellence and self-direction. It may be summed up as “Do as I do, now.” The Pacesetter style works best when the team is already motivated and skilled, and the leader needs quick results. Used extensively, however, this style can overwhelm team members and squelch innovation.

# Situational (cont.)

- The **Authoritative** leader mobilizes the team toward a common vision and focuses on end goals, leaving the means up to each individual. It could be summed up as, “Come with me.” The Authoritative style works best when the team needs a new vision because circumstances have changed, or when explicit guidance is not required. It is not the best fit when the leader is working with a team of experts who know more than him or her.

# Situational (cont.)

- The **Affiliative** leader works to create emotional bonds that bring a feeling of bonding and belonging to the organization. It would be summed up as, “People come first.” The Affiliative style works best in times of stress when teammates need to heal from a trauma or rebuild trust. This style should not be used exclusively because a sole reliance on nurturing can foster mediocre performance.

# Situational (cont.)

- The **Coaching** leader develops people for the future. It could be summed up as, “Try this.” The Coaching style works best when the leader wants to help teammates build personal strengths that make them more successful overall. It is least effective when teammates are defiant and unwilling to change or learn, or if the leader lacks proficiency.

# Situational (cont.)

- The **Coercive** leader demands immediate compliance. It is best summed up as, “Do what I tell you.” The Coercive style is most effective in times of crisis, or during an actual emergency like a tornado or fire. The style can also help control a problem group member when all else has failed. However, it should be avoided in almost every other case because it can alienate people and stifle creativity.

# Situational (cont.)

- The **Democratic** leader builds consensus through participation. It is best summed up as, “What do you think?” The Democratic style is most effective when the leader needs the team to buy into or have ownership of a decision, plan, or goal. It is not the best choice in an emergency situation, when time is of the essence, or when the group members are not informed enough to offer sufficient suggestions to the leader.

# Which Leadership Style Is It?

- Determine which style is being used in each of the following scenarios and see if you think it is correct for the situation or if a different style would work better.

# Which Style Is It?

- 1. A unit manager with a degree in business is leading a team of research scientists working on new ways to use plastic. Although the team discusses the merits of each idea and project, she retains the final decision making authority.

# Which Style Is It?

- 2. A new supervisor has just been put in charge of the production line. He immediately starts by telling the crew what changes need to be made. When some suggestions are made, he tells the crew he does not have time to consider them.

# Which Style Is It?

- 3. There are seven people on a special project team and each individual is from a different department. Although a leader was elected, for a decision to pass it must have approval of each individual member.

# Which Style Is It?

- 4. A new squad leader is just assigned overseas. He immediately calls the squad together for a meeting and asks for their ideas and input on an upcoming field training exercise.

# Which Style Is It?

- 5. A small department performs the same functions every day. To get information out, the supervisor sends it by email or text, and very rarely calls a meeting.

# Which Style Is It?

- 6. A forklift has its forks raised in the air to put some material in the racks. An employee darts under the forks, which is a major safety violation, so he can get back to his work station in time from his lunch break. The supervisor tells him very sternly not ever to do that again and notes the incident in the employee's log.

Now you do some work. 😊

- **The Situation:** You have just been elected President of your campus organization. This new role you are about to assume is an important one because you have been chosen to “fill a void” and provide much needed “leadership” for this position. As you think about the immediate challenges you face in your new position, you recognize that you will need to address the following five issues:

# The Situation (cont.)

- 1. You competed with two other members of your organization for your position. The election was hotly contested and you had some serious disagreements with your challengers on issues facing the organization. Would you
  - Not meet with either of them?
  - Meet with the two of them together?
  - Meet with the two of them individually?

# The Situation (cont.)

- 2. You will need to assemble a “leadership team” and “membership team” to assist you. How do you select members and gain their support?
- 3. During the election, several groups of members of your organization supported each of your challengers. How do you “build bridges” and work toward bettering the organization?

# The Situation (cont.)

- 4. A key issue of your campaign was that, if elected, you would provide leadership in aligning organizational activities and programs to your organization's purpose. (You believe that this will aid in recruitment and retention of members.) How do you decide which areas need your initial focus?

# The Situation (cont.)

- 5. Another campaign issue was that you would provide leadership in strengthening communications both within the organization, and between the organization and the student body as a whole. How would you begin this task and how would you elicit input?

# The Situation (cont.)

- Which of the five issues listed above would you address first?
- Which leadership style would you be using for each step?

# Questions?

- What Did You Learn?
- Feedback.
- Comments.

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