

Lightbulb Moments

Considering Leadership Styles (No. 1 in a series of 28)

What is Leadership?



Leadership has nothing to do with seniority or your position in the hierarchy of a company.

Leadership is a process of social influence which maximises efforts of others towards the achievement of a goal.

"The only definition of a leader is someone who has followers."

Peter Drucker

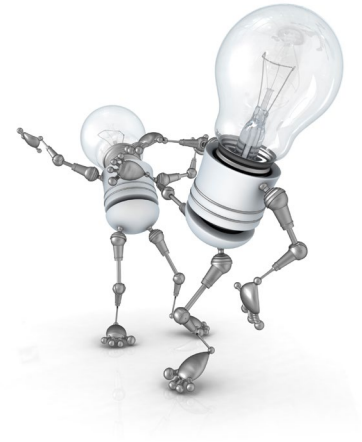


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Considering Leadership Styles (No. 2 in a series of 28)

Leadership versus Management



Leadership	Management
Innovates	Administers
An original	A copy
Inspires trust	Relies on control
Long-term view	Short-term view
Asks "what" and "why"	Asks "how" and "when"
Tells us where we're going	Gets us there safely, on time, on budget
Designs	Executes



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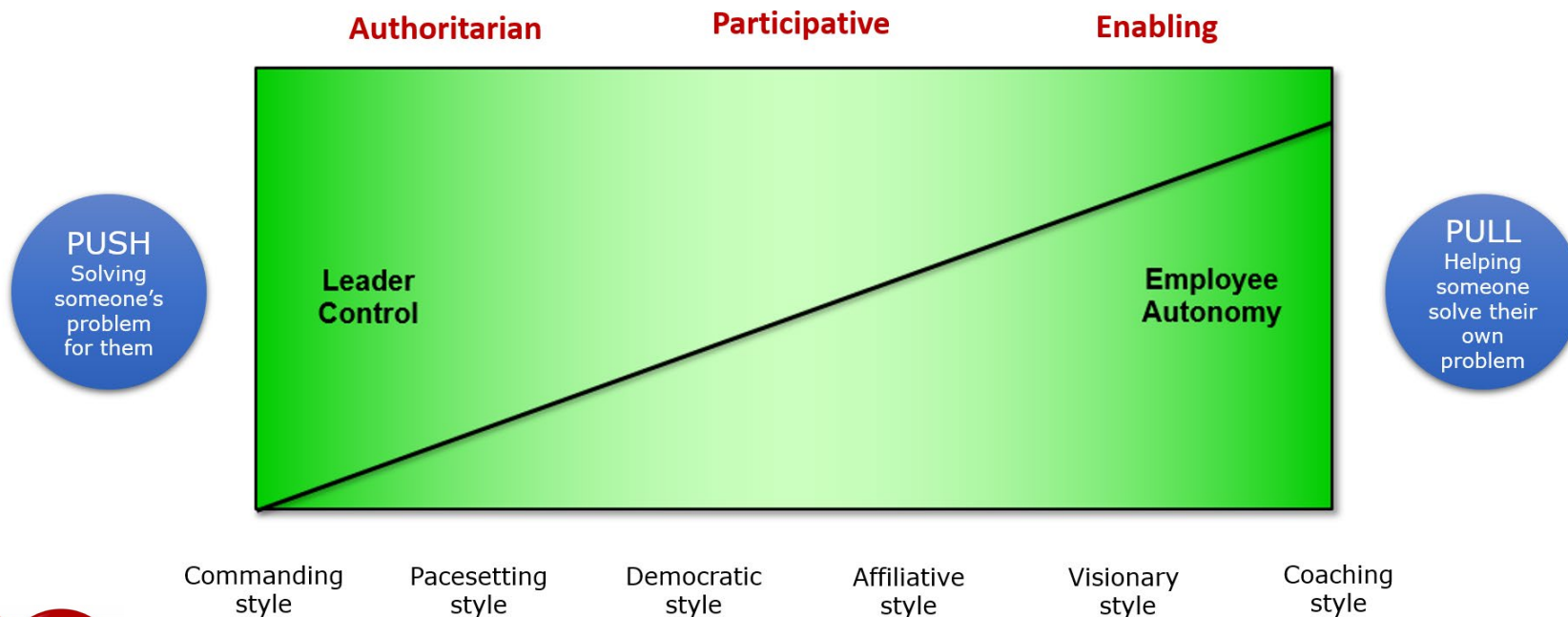
Considering Leadership Styles (No. 3 in a series of 28)

Modes of Leadership



The leader has most of the knowledge and the skills

The employee has most of the knowledge and the skills

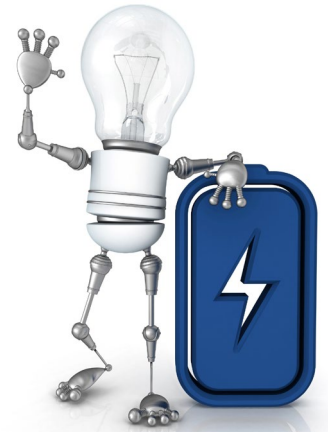
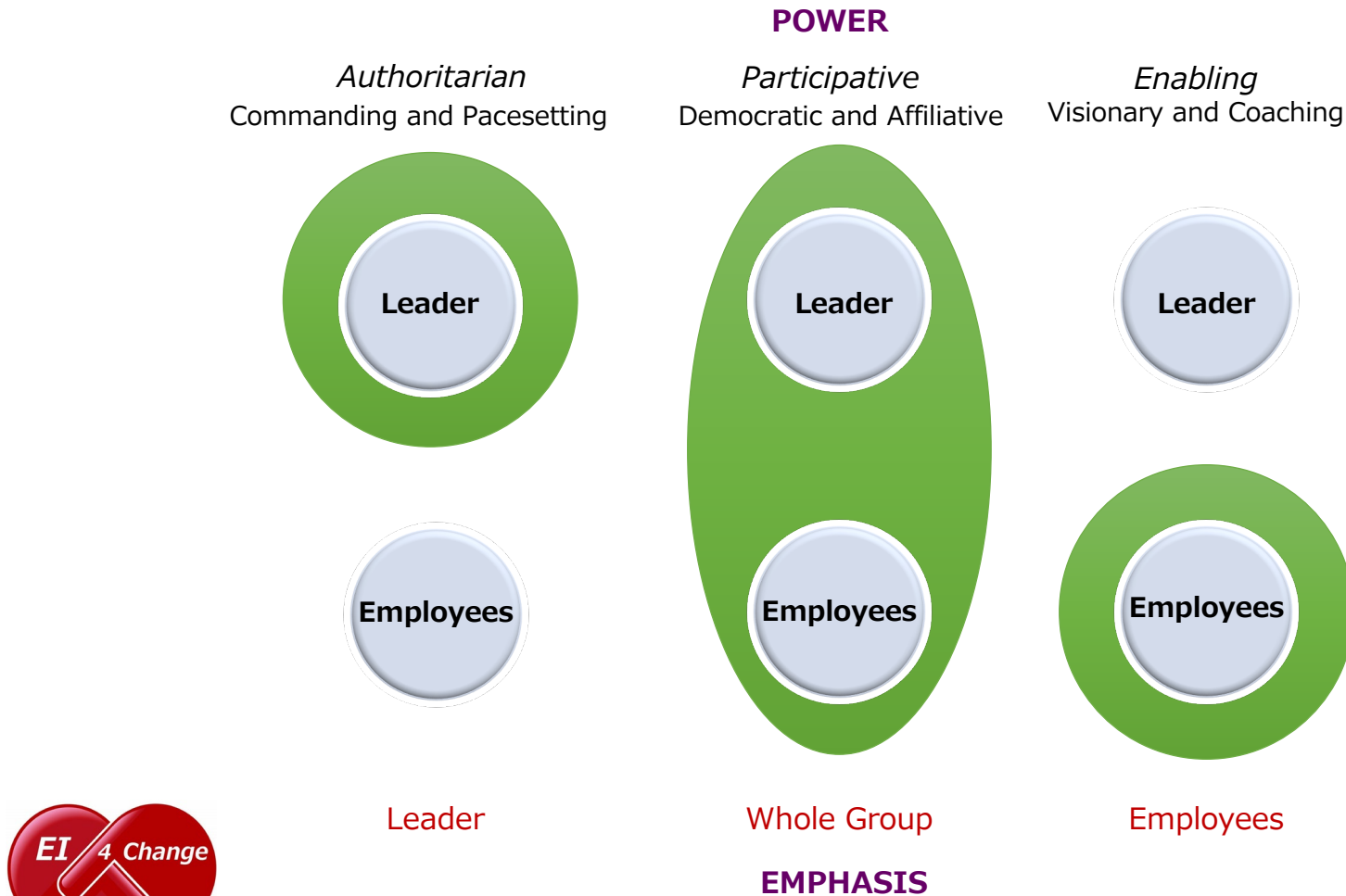


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Considering Leadership Styles (No. 4 in a series of 28)

Power and Emphasis



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Considering Leadership Styles (No. 5 in a series of 28)

The Commanding Style

This Style is useful

- 💡 In a crisis
- 💡 To start a new project
- 💡 With problem employees

Demands immediate compliance



Do what I
tell you



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Considering Leadership Styles (No. 6 in a series of 28)



The Underpinning Skills of the Commanding Style

- 💡 Analysing and understanding the issues
- 💡 Creating a plan
- 💡 Decisiveness
- 💡 Directing and informing
- 💡 Monitoring
- 💡 Telling people what to do

Intense focus on speed, delivery and outcomes



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Considering Leadership Styles (No. 7 in a series of 28)

The Behaviours of the Commanding Style

Directive and autocratical management style

- 💡 Assertiveness
- 💡 Boldness and bluntness
- 💡 Decisiveness

Drive for results



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Considering Leadership Styles (No. 8 in a series of 28)

The Pros and Cons of the Commanding Style



Pros	Cons
Fast, efficient	Not appropriate with team members doing complex tasks
Great, with an extremely smart, wise leader	Short-term gains outweighed by long-term dysfunction
May be useful in a crisis	Loses wisdom and observations of other key individuals
May be more applicable in organisations with low-skilled workers doing routine tasks	Employees can become disengaged and demoralised Talent leaves



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Considering Leadership Styles (No. 9 in a series of 28)

The Pacesetting Style

This Style is useful

💡 To get quick results from a highly motivated team

Do as I do

Sets high standards of performance



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Considering Leadership Styles (No.10 in a series of 28)

The Underpinning Skills of the Pacesetting Style

- 💡 Knowledge of the processes involved
- 💡 Logical analysis of situations and scenarios
- 💡 Leading by example
- 💡 Ability to become deeply involved
- 💡 Clear detailed communication
- 💡 Working within rules, regulations, policies and procedures

Intense focus on process and the pragmatics to deliver



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Considering Leadership Styles (No.11 in a series of 28)

The Behaviours of the Pacesetting Style

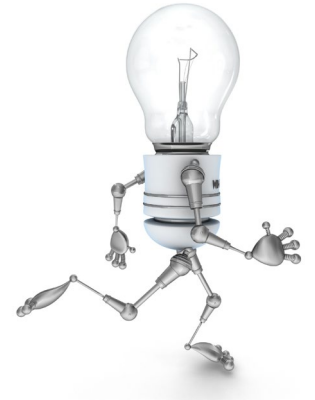
Rule-orientated management style

- 💡 Setting standards of performance and quality
- 💡 Ensuring conformity – defines parameters and works with them
- 💡 Ensuring precision and accuracy
- 💡 Systemic
- 💡 Fact finding

Drive for quality



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Considering Leadership Styles (No.12 in a series of 28)

The Pros and Cons of the Pacesetting Style



Pros	Cons
Works with very high-talented, self-driven teams	Difficult to sustain pace; anxiety, burnout
Focused on results	Obsession with results at the expense of staff wellbeing
May be useful in start-up and entrepreneurial phase	Pressure for immediate results may restrict creativity and innovation
Leader fixing problems for staff may get short-term results	Micromanagement erodes trust and stunts development



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Considering Leadership Styles (No.13 in a series of 28)

The Democratic Style

This Style is useful

- 💡 To gain acceptance or consensus
- 💡 To get input from valued team members

Creates participation through consensus



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Let's decide
what to do
together

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Considering Leadership Styles (No.14 in a series of 28)

The Underpinning Skills of the Pacesetting Style

- 💡 Facilitating team discussion and debate
- 💡 Involving all participants
- 💡 Asking questions and probing for answers
- 💡 Listening
- 💡 Decision making
- 💡 Building security around involvement and support

Intense focus on communicating and collaborating



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Considering Leadership Styles (No.15 in a series of 28)

The Behaviours of the Democratic Style

Organising management style

- 💡 Allowing debate and discussion
- 💡 Sharing responsibilities
- 💡 Ensuring people work together and participate
- 💡 Gaining engagement through agreement

Drive for service



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Considering Leadership Styles (No.16 in a series of 28)

The Pros and Cons of the Democratic Style



Pros	Cons
Works well in organisations with a broad mix of highly skilled individuals	May be difficult to implement in settings or cultures where staff afraid to give input
Develops decisions with strong shared ownership	May take too long to arrive at decisions and slow progress can affect staff morale



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Considering Leadership Styles (No.17 in a series of 28)

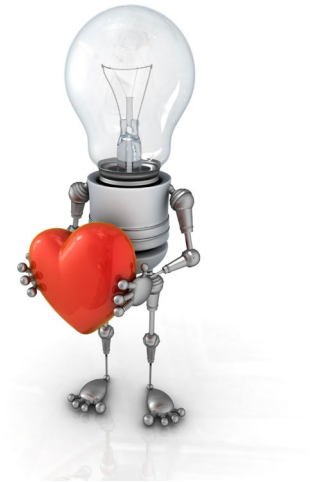
The Affiliative Style

This Style is useful

- 💡 To manage splits in the team
- 💡 To motivate during stressful circumstances

Let's do
what's best
for everyone

Creates harmony and builds emotional bonds



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Considering Leadership Styles (No.18 in a series of 28)

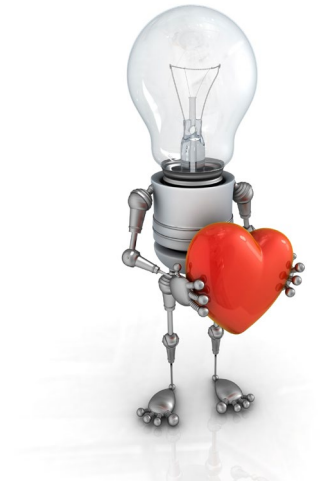
The Underpinning Skills of the Affiliative Style

- 💡 A deep level subjective and objective understanding
- 💡 Excellent listening skills
- 💡 Empathetic communication (considering facts and feelings)
- 💡 Considering the impact on other people
- 💡 Engaging at a personal level
- 💡 Building emotional bonds

Intense focus on support and results through motivation



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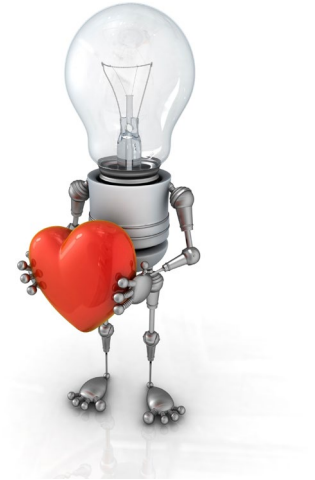
Considering Leadership Styles (No.19 in a series of 28)

The Behaviours of the Affiliative Style

Empathetic management style

- 💡 Building great relationships
- 💡 Creating harmony
- 💡 Persistency in doing the right thing
- 💡 Delivering key agreements

Drive for harmony



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Considering Leadership Styles (No.20 in a series of 28)

The Pros and Cons of the Affiliative Style



Pros	Cons
Helpful in healing organisations with serious divisions, conflicts or broken trust	Focus on praise, relationships at expense of results; may send a message that mediocrity is tolerated
May be popular in certain regions of the world	Staff may not receive enough specific advice on how to improve
Produces happier workers	



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Considering Leadership Styles (No.21 in a series of 28)

The Visionary Style

This Style is useful

- 💡 When changes require a new vision
- 💡 When clear direction is needed

Mobilises people towards a vision



Do what will
help us to reach
our goals



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Considering Leadership Styles (No.22 in a series of 28)

The Underpinning Skills of the Visionary Style

- 💡 Strategic thinking
- 💡 Selling specific possibilities
- 💡 Clear enthusiastic communication
- 💡 Mobilising others into action
- 💡 Allowing for creativity and innovation



Intense focus on results through transition and change



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Considering Leadership Styles (No.23 in a series of 28)

The Behaviours of the Visionary Style

Oratory management style

- 💡 Inspiring a clear vision
- 💡 Creating excitement and optimism
- 💡 Ensuring clarity of end results
- 💡 Motivating
- 💡 Influencing and persuading

Drive for results with and through people



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Lightbulb Moments

Considering Leadership Styles (No.24 in a series of 28)

The Pros and Cons of the Visionary Style

Pros	Cons
Gives clear direction to organisation	Conflicts if other strong individuals in organisation with a competing vision
Motivates and excites employees	If implementation is weak the failure to achieve the vision demotivates staff and leads to cynicism



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Considering Leadership Styles (No.25 in a series of 28)

The Coaching Style

This Style is useful

- 💡 To help someone improve their performance
- 💡 To develop long-term strategies

Develops people for the future



How can I
help you do it
better?

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Considering Leadership Styles (No.26 in a series of 28)

The Underpinning Skills of the Coaching Style

- 💡 Creating a learning environment
- 💡 Building and developing rapport
- 💡 Deep active listening
- 💡 Effective probing and questioning
- 💡 Insightful feedback
- 💡 Demonstrating trust in other's skills and capabilities

Intense focus on process and results



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Considering Leadership Styles (No.27 in a series of 28)

The Behaviours of the Coaching Style

Trusting management style

- 💡 Believing in the capabilities of others
- 💡 Investing time
- 💡 Probing and questioning
- 💡 Objective listening
- 💡 Low involvement in the detail of the work of others

Drive for others to grow their skills and capabilities



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Considering Leadership Styles (No.28 in a series of 28)

The Pros and Cons of the Coaching Style



Pros	Cons
Works well if leader has staff who are self-motivated	If staff not self-motivated, they may not benefit from coaching experience



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