

MODULE 9

CHOOSING LEADERSHIP STYLES

Segment	Content
Introduction	<p>So how did you get on looking at leadership styles where you work? Perhaps you saw different styles, or maybe you saw just one overarching style for your business. Daniel Goleman identified these 6 different styles of leadership, and then went on to study which ones are the most effective in a variety of situations. Goleman discovered that four out of the six were generally very effective, and two of them were generally ineffective, although there can be a time and a place for each leadership style. One leadership style is universally believed to be the most effective style.</p>
Learning and development objective	<p>➤ At the end of Module 9, you will be able to describe the impact of each leadership style and its consequences for your team. .</p>
Main text	<p>So we begin our discussion today with a quick review of each of the 6 leadership styles:</p> <ul style="list-style-type: none"> ➤ The Coercive Style “Do what I say” ➤ The Authoritative Style “Come with me” ➤ The Affiliate Style “People come first” ➤ The Democratic Style “What do you think” ➤ The Pacesetting Style “Do as I do, now” ➤ The Coaching Style “Try this” <p>Yesterday as you reflected on each of these styles, you may have begun to evaluate which styles are most effective in your own mind. Maybe, you also came to think about which of these styles, you would like to add to your tool belt of effective leadership traits and characteristics. Remember, every good leader should be adept at implementing any of these styles, depending on the circumstances. So let’s review each style and the potential effects of this style on the climate, and productivity of your team.</p> <p>Evaluation of Each Leadership Style</p> <p>➤ The Coercive Style. The coercive style, the autocratic style, the ‘do what I say’ style is generally a poor style of leadership. Teams will not feel motivated to want to do the work, merely because they are being told what to do so. The ripple effect of this style is that the team will be unmotivated, few new ideas will be volunteered, and team members take on very little ‘buy in’ as to the importance of the task. When the team is successful, the team will minimize their feelings of satisfaction because they had no sense of responsibility for what was achieved.</p>

This style of leadership fosters low morale and no sense of team work. This style has limited effectiveness. Use it in a disaster, or an emergency, where people need to follow orders to ensure their safety. For example, when there is an emergency in the building, such as a fire, and the team needs to know how to evaluate the building safely. This is a situation, where you don't have the luxury of time on your side, to explain the situation in detail, and poll the team about the best way to evacuate. Quick action is demanded. Another time this leadership style might be used successfully, is when you have a problem employee, who is not responding to your other leadership style, and you need to 'shock' them into making an immediate change. Otherwise, this style has utility in very few situations.

▀ **The Authoritative Style.** The authoritative style, or the "come with me" style, is a leadership style which offers the greatest utility. Confident, positive, 'leading from the front' is a hallmark of this style. This leadership style reflects clear vision and purpose which steps out authoritatively in one direction. This style tends to encourage team members to come along with them. The authoritative leader knows where the team is going, and allows team members the flexibility to devise, create, experiment, and calculate changes along the journey. These leaders give both positive and negative feedback to their team, but the feedback is based on how it applies to the team's vision, and where they are headed. Morale is high when this leadership style is used because the team has clarity related to their task, they know where they are going, and they see how they personally, fit into the overall operation. One word of caution. When you have a very experienced team with great expertise, this leadership style can be interpreted, by the team, as overbearing or condescending, in that it assumes the team members can't otherwise do their work without being watched over by the leader. Overall, this style has the greatest utility, and is used most effectively in the most different settings and organizational structures.

▀ **The Affiliate Style.** The affiliate style promotes an extremely high trust level between the leader and the team. The leader is focused on affirming team members and providing positive feedback to motivate the team. These leaders are masters at creating a sense of belonging among all team members, and a strong desire for teamwork. These are the leaders, who bring in birthday cakes and plan team lunches for informational meetings. Affiliate leaders know everything going on in their team members' lives, including the names of their children, and where they are going on holiday. Since the trust level is so high with this team, the team members habitually engage in innovative work, and are not afraid of risk taking. The only weakness of this style is that the team members become so focused on positive feedback, that the leader often fails to provide constructive feedback. While this leadership style is effective in almost every situation, be aware that at times another leadership style should be utilized to insure that the team has a clear vision, and the feedback they receive accurately reflects the positive and negative state of affairs in order for the team to move forward successfully.

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- ▶ **The Pacesetter Style.** Another style which is less effective is the pace-setting style, the, “do as I do now.” This style is often seen in the very intelligent, driving leader, who tries to hold everybody to his or her standard of excellence. Meeting these standards can be very difficult over the long term, as indeed, the team members, are not clones of the leader. Team members don’t have the same skill sets, and knowledge, as the leader. Team members are left to feel as if they are always playing catch-up, or trying to be somebody, they are not, and probably never will be. It’s generally a damaging style for most businesses. The only place the pacesetter style may work is in a collegiate environment, a group of individuals, such as a consultancy or professional practice, (like architects or lawyers,) where the team members generally have the same level of competent skills and knowledge. In these instances, a partner, who is displaying the pace-setting style is simply trying to hold everyone, to a slightly higher standard, a standard which may be achievable if the leader inspires them to strive a little harder. But in most business settings, pacesetter is not going to provide an effective leadership style.

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	<p>a priority. For this leadership style to be the most effective, the leader needs to develop some expertise as a coach.</p> <p>So, to summarize; let's review which leadership styles are most effective.</p> <ul style="list-style-type: none"> ▶ Coercive style not effective ▶ Authoritative style most effective ▶ Affiliate style effective ▶ Democratic style effective ▶ Pacesetting style not effective ▶ Coaching style effective <p>Choosing a leadership style</p> <p>Daniel Goleman went on to study, not only which styles were most effective, but who types of leaders were most effective. His conclusion might surprise you. What he determined was that a leader, who could master and apply more than one leadership style, depending on the situation at hand, were the most effective. Indeed, what he said was, if you could master two, three, or preferably four different styles, and apply them to the right situation, then you would be the most versatile and effective leader. This is an important point to realize. Goleman is asserting that there isn't just one style for you. Rather, you should be trying to master and display different leadership styles depending on the situation and at times adopt the coaching style, at other times the affiliate style, at other times the democratic style, and on some occasions, even the authoritative style of leadership. The key is to move among the different styles, according to the situation, and the team, to be the most effective leader.</p>
<p>Key point</p>	<ul style="list-style-type: none"> ▶ Leadership style effectiveness <ul style="list-style-type: none"> ○ Coercive style not effective ○ Authoritative style most effective ○ Affiliate style effective ○ Democratic style effective ○ Pacesetting style not effective ○ Coaching style effective ▶ As a leader you need to learn all 6 leadership styles so that you can incorporate any of them at various times, and as needed.
<p>Task for the day</p>	<p>Reflect on your leadership styles today and determine if you incorporate multiple styles of leadership at different times, depending on the circumstances. As you assume leadership roles today, or observe others in leadership positions, identify what you believe to be the best style for the circumstances you observe.</p>
<p>Resources and ideas</p>	<p>Goleman, D. (2000, March/April). Leadership that gets results. Harvard Business Review, Retrieved from http://www.anderson-sabourin.com/Leadership_That_Gets_Results.pdf doi: R00204</p>
<p>Questions</p>	<ul style="list-style-type: none"> ▶ Do you stay in one leadership style predominately? ▶ How effective do you transition between the different styles of leadership?

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| | <ul style="list-style-type: none">▶ Which leadership styles do you need to spend more time developing?▶ What steps will you take to develop the styles you identified? |
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