

## *Stepping up to leadership Presentation*

# **LEADERSHIP STYLES AND WHEN TO USE THEM**

**There are two roles of leaders, Managers and Leaders.**

- Management is doing things right.
- *Manager* and *leader* are two completely different roles, although we often use the terms interchangeably.
- Managers are facilitators of their team members' success. They ensure that their people have everything they need to be productive and successful; that they're well trained, happy and have minimal roadblocks in their path; that they're being groomed for the next level; that they are recognized for great performance and coached through their challenges.
- Leadership is doing the right things.
- A leader can be anyone on the team who has a particular talent, who is creatively thinking out of the box and has a great idea, who has experience in a certain aspect of the business or project that can prove useful to the manager and the team.
- A leader leads based on strengths, not titles.

**Challenges and Changes:**

- When you're dealing with ongoing challenges and changes, and you're in uncharted territory with no means of knowing what comes next, no one can be expected to have all the answers or rule the team with an iron fist based solely on the title on their business card.
- It just doesn't work for day-to-day operations. Sometimes a project is a long series of obstacles and opportunities coming at you at high speed, and you need every ounce of your collective hearts and minds and skill sets to get through it.

*Tom Peters' observation is that the best leaders don't create  
followers; they create more leaders.*

## **Choosing your leadership style:**

- Leadership can and should be situational, depending on the needs of the team.
  - Sometimes a teammate needs a warm hug.
  - Sometimes the team needs a visionary, a new style of coaching, someone to lead the way or even, on occasion, a kick in the bike shorts.
- For that reason, great leaders choose their leadership style like a golfer chooses his or her club, with a calculated analysis of the matter at hand, the end goal and the best tool for the job.

## **SIX LEADERSHIP STYLES:**

1. The **PACESETTING LEADER** expects and models excellence and self-direction. If this style were summed up in one phrase, it would be “Do as I do, now.” The pacesetting 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.
2. The **AUTHORITATIVE LEADER** mobilizes the team toward a common vision and focuses on end goals, leaving the means up to each individual. If this style were summed up in one phrase, it would be “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. Authoritative leaders inspire an entrepreneurial spirit and vibrant enthusiasm for the mission. It is not the best fit when the leader is working with a team of experts who know more than him or her.
3. The **AFFILIATIVE LEADER** works to create emotional bonds that bring a feeling of bonding and belonging to the organization. If this style were summed up in one phrase, it would be “People come first.” The affiliative style works best in times of stress, when teammates need to heal from a trauma, or when the team needs to rebuild trust. This style should not be used exclusively, because a sole reliance on praise and nurturing can foster mediocre performance and a lack of direction.
4. The **COACHING LEADER** develops people for the future. If this style were summed up in one phrase, it would be “Try this.” The coaching style works best when the leader wants to help teammates build lasting 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.

5. The **COERCIVE LEADER** demands immediate compliance. If this style were summed up in one phrase, it would be, “Do what I tell you.” The coercive style is most effective in times of crisis, such as in a company turnaround or a takeover attempt, or during an actual emergency like a tornado or a fire. This style can also help control a problem teammate when everything else has failed. However, it should be avoided in almost every other case because it can alienate people and stifle flexibility and inventiveness.
6. The **DEMOCRATIC LEADER** builds consensus through participation. If this style were summed up in one phrase, it would be “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, or if he or she is uncertain and needs fresh ideas from qualified teammates. It is not the best choice in an emergency situation, when time is of the essence for another reason or when teammates are not informed enough to offer sufficient guidance to the leader.

### **BOTTOM LINE?**

If you take two cups of authoritative leadership,  
one cup of democratic, coaching, and affiliative leadership,  
and a dash of pacesetting and coercive leadership “to taste,”  
and you lead based on need  
in a way that elevates and inspires your team,  
you’ve got an excellent recipe for long-term  
leadership success with every team in your life.

### Bibliography

*6 Leadership Styles, and When You Should Use Them;* Robyn Benincasa; [www.fastcompany.com](http://www.fastcompany.com)