



Institute for National Transformation

LEADERSHIP STYLES AND PEOPLE SKILLS

Developing value-grounded, no-excuse leaders that will transform their organizations, communities and nations to greater levels of performance and achievement.



Objectives

1. To explore Leadership styles
2. To identify your Leadership Style
3. To appreciate the necessary action steps needed for each Leadership Style in order to improve leadership skills



QUOTE

Employees [followers] are a company's [leaders] greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the [your relationship with them] company's mission. (emphasis mine) - [Anne M. Mulcahy](#)



NEVER EAT ALONE

- “Success in any field, but especially in business is about working with people, not against them.”
- “real networking was about finding ways to make other people more successful.”

Never Eat Alone: And other secrets of success one relationship at a time – Keith Ferrazzi



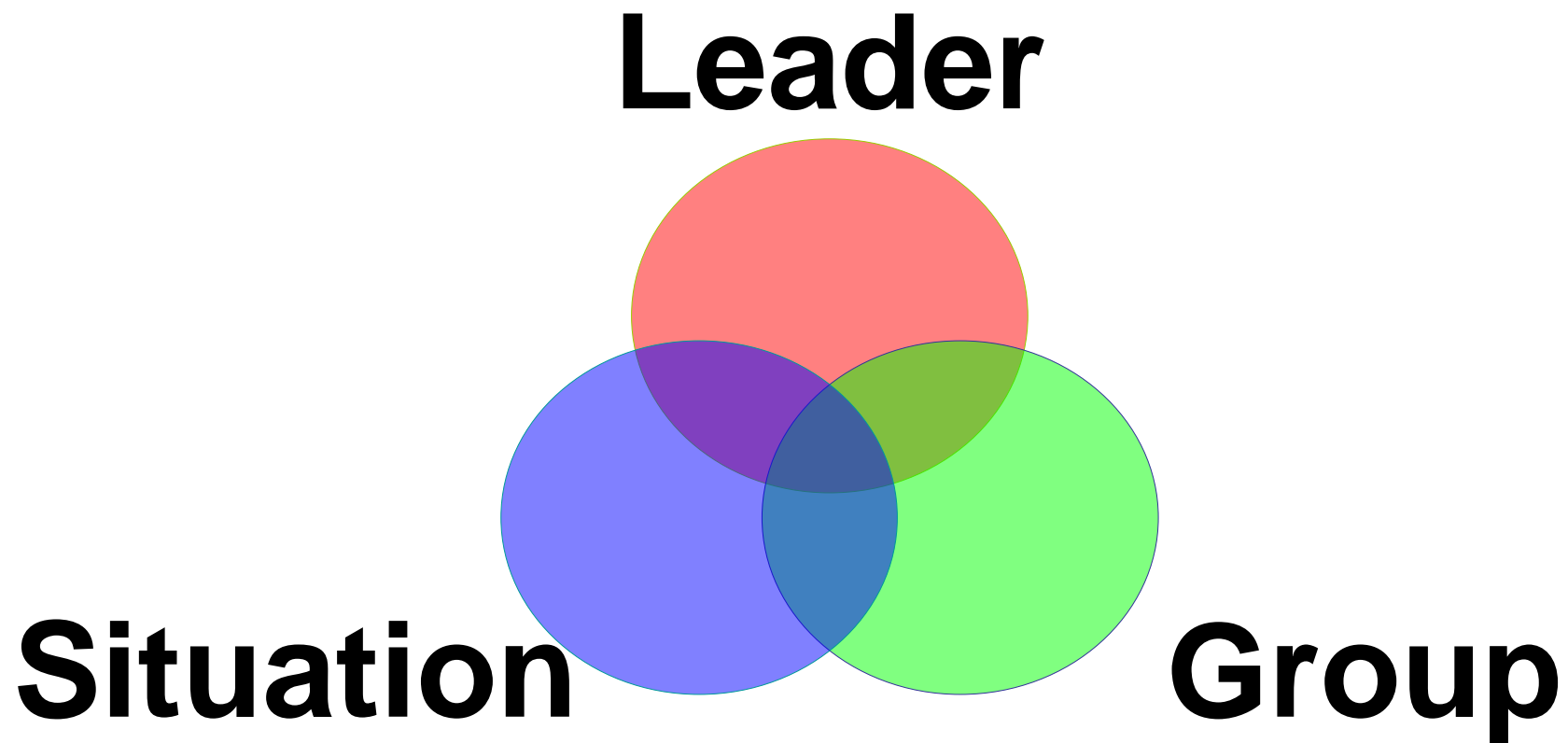
Leadership Styles:

Leadership involves an inter-relationship between 3 elements:

1. The qualities , skills and needs of the leader
2. The needs and expectations of the group
3. The demands or requirements of the situation.



The Leadership Situation



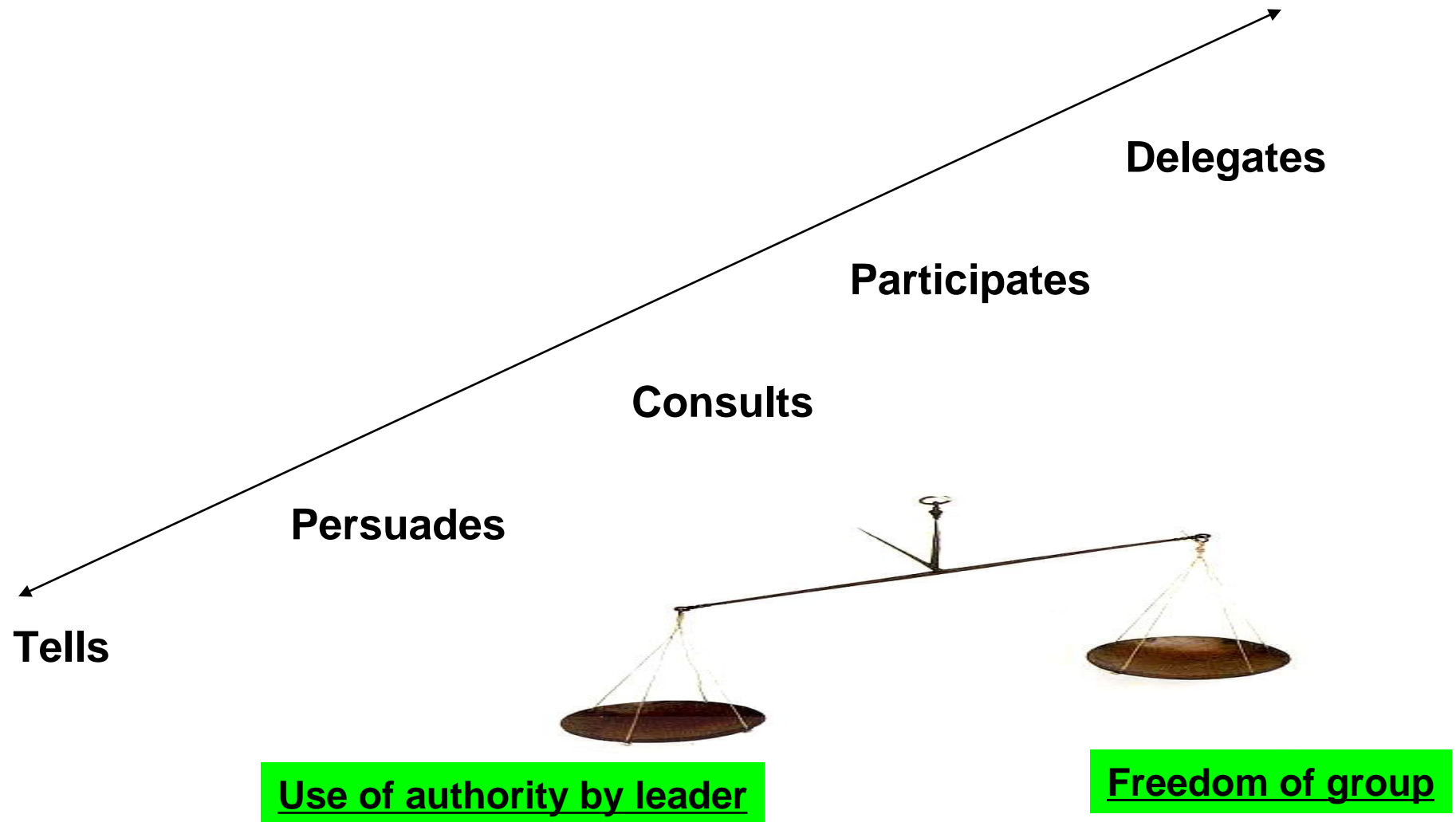


The 5 Typical Patterns of Leadership

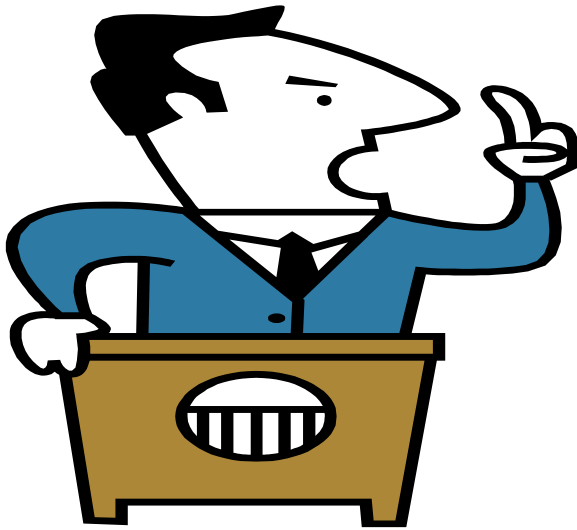
- **Telling:** Tell their followers what to do
- **Persuading:** Persuade group members to accept their decision
- **Consulting:** Group members have the opportunity to influence the decision. Leaders present problems and relevant background information
- **Participating:** Leaders and members participate in discussion and decision making
- **Delegating:** Leaders define the boundaries within which the task is to be solved and let the group find the solution



The Leadership Dilemma



Leadership Extremes



The authoritarian style
(Leader-centered)

- Has tendency to violate the values and self-respect of subordinates



The Democratic style
(Group-centered)

- Has tendency to violate the concept of leadership that gets work done



LEADERSHIP STYLES

From

*“Making Human Strength
Productive”*

by

Development Associates
International



Directions

- There are 4 groups of 10 statements
- For each of the 40 statements choose:
 1. This describes me
 2. This describes me some of the time
 3. This does not describe me
- Don't skip any statement



My Unique Style of Leadership

GROUP A STATEMENTS:

1. I grasp the big picture quickly than others around me **1**
2. I like to make things happen quickly **1**
3. I am not very good at details **2**
4. I often challenge the status quo **1**
5. When necessary, I take control to make things happen **3**
6. I sometimes find it hard to be a team player **1**
7. Some people say I am not a very good listener **2**
8. I often get bored when my work becomes routine **1**
9. I get frustrated when other people resist my ideas **2**
10. I welcome challenge and change – the more the better **1**



My Unique Style of Leadership

GROUP B STATEMENTS:

1. I am a person who generates enthusiasm in people around me **3**
2. I work best when I am free of the control of others **2**
3. I often put people ahead of programs **3**
4. Management of time is difficult for me **3**
5. People like to be around me **2**
6. I tend to take it personally when people disagree with me **1**
7. I don't do very well with facts and detail work **3**
8. I find it easy to express my thoughts and feelings **2**
9. I do best when I sense that others really like me **3**
10. I am effective in motivating others to work together **2**



My Unique Style of Leadership

GROUP C QUESTIONS:

1. People say I demonstrate patience and understanding
2. People say I am easy to get along with
3. I am a good listener
4. People are just as important to me as the program
5. I do best in situations where people work together in harmony
6. I am most effective when my work situation is stable and secure
7. I do best when people let me know that I am appreciated
8. Too much change threatens me
9. My superiors can count on my loyalty
10. I do everything I can to meet the needs of those who are close to me



My Unique Style of Leadership

GROUP D STATEMENTS:

1. I can be counted on to carry out a task I am given
2. One of my greatest strengths is paying attention to detail
3. If a job is worth doing, it is worth doing very well
4. I need to know exactly what is expected of me
5. I don't want to make decisions without having all the facts
6. I have difficulty in expressing my feelings
7. I am a cautious person who hesitates to take risks
8. I function well within known guidelines and policies
9. I am critical when my performance falls short of standards
10. People often wonder just what I am thinking



SCORING

- Group A: How many 1? _____
- Group B: How many 1? _____
- Group C: How many 1? _____
- Group D: How many 1? _____



RESULTS

Use this link to go to the Jamboard and insert your name where you fall

https://jamboard.google.com/d/1q_A-gH5_XX9Ps3KIQidgtqy4QQgqmypEtyyXEkPQOD8/edit?usp=sharing

Outgoing/Active

**Designer
Developer**

**Motivator
Influencer**

Implementer

Team Builder

Task Oriented

People Oriented

Reserved/Passive



DESIGNER DEVELOPERS:

Cholerics: The Face of a Lion

- Take charge and rise to challenges
- Prefer situations that allow freedom, variety, difficult tasks, opportunity for advancement & encourage individuality
- Respond best to others who provide direct answers, stick to business, stress logic & provide pressure





DESIGNER DEVELOPERS:

Cholerics: The Face of a Lion

- Other designer developers may see you as: decisive, independent, efficient, practical & determined
- Other personality types may see you as harsh, pushy, dominating, severe, tough
- **SOME ACTION STEPS:**
 - Learn to listen, be patient
 - Be less controlling
 - Develop greater concern for people
 - Be more flexible and supportive with people
 - Explain why things are as they are



MOTIVATOR INFLUENTIALS

Sanguines: The Face of a Man

- Motivate and influence others to work together
- Prefer situations that allow prestige, friendly relationships, freedom from control and detail, opportunity to motivate and help others & free expression of ideas
- Respond best to others who are friendly and democratic, provide for recognition and acceptance, seek social involvement





MOTIVATOR INFLUENTIALS

- **Other Motivator**
Influentials may see you as: stimulating enthusiastic, dramatic, outgoing personable
- **Other personality types** may see you as excitable egotistical, reacting, manipulative, talkative
- **SOME ACTION STEPS:**
 - Be less impulsive - evaluate your ideas
 - Be more results oriented
 - Control actions and emotions
 - Focus more on details/facts
 - Slow down, listen,
 - Don't talk as much (go on a talking fast)



Phlegmatics: The Face of an Ox

- Cooperate readily with others to carry out vision and plans
- Prefer situations that allow individual specialization, group identity, established work patterns, security, clear goals and job description
- Respond best to others who serve as a friend, allow time to adjust to change, allow freedom to work at your own pace, provide support





TEAM PLAYERS

- **Other Team Players may see you as:** supportive, willing, dependable, reliable, agreeable
 - **Other personality types may see you as** conforming, awkward, dependent, slow, reticent (unwilling to communicate very much, talk a lot, or reveal all the facts)
- SOME ACTION STEPS:**
- Be less sensitive to what others think
 - Be more direct
 - Be more concerned with the task itself
 - Face confrontation and be more decisive
 - Learn to say no
 - Do more to initiate action



Melancholies: The Face of an Eagle

- Focus on delivery with excellence and attention to detail
- Prefer situations that allow specialization, group identity, established work patterns, security, clear goals and job description
- Respond best to others who provide reassurance, specify methods and standards.





IMPLEMENTERS

- Other implementers may see you as: thorough, persistent, orderly, serious, industrious
- Other personality types may see you as: critical, stuffy, picky, indecisive, moralistic

SOME ACTION STEPS:

- Focus on doing the right things - not just on doing things right
- Respond more quickly
- Begin to trust your intuition and be less fact oriented
- Be more willing to take risks
- Be more open and flexible
- Don't be afraid to develop relationships



THE EMOTIONAL BANK ACCOUNT

An emotional bank account (EBA) is a metaphor that describes the amount of trust that has been built up in a relationship. It's the feeling of safeness you have with another human being

When the trust account is high communication is easy, instant and effective



THE EMOTIONAL BANK ACCOUNT

Our most constant relationships require our most constant deposits

There are no quick fixes, building and repairing relationships are long term investments



SIX MAJOR DEPOSITS

- Understanding the individual
- Attending to little things
- Keeping commitments
- Clarifying expectations
- Showing personal integrity – its beyond honesty
- Apologizing Sincerely



INTEGRITY – 3 examples

- Being loyal to those who are not present
- Treating everyone by the same set of principles
- Avoiding communication that is deceptive or beneath the dignity of people



LEADERSHIP CHALLENGE

“The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.”