



# 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



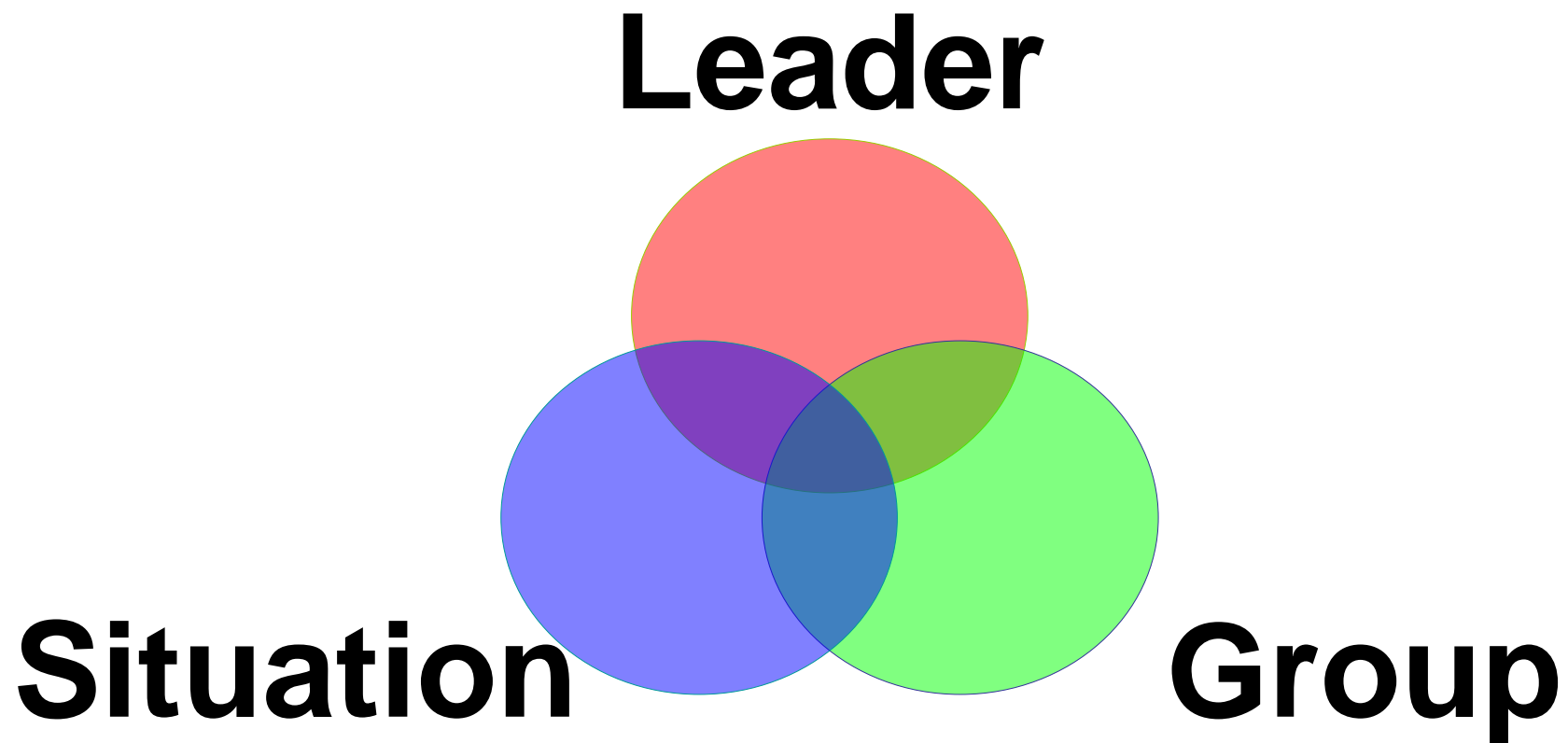
# Leadership Styles:

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



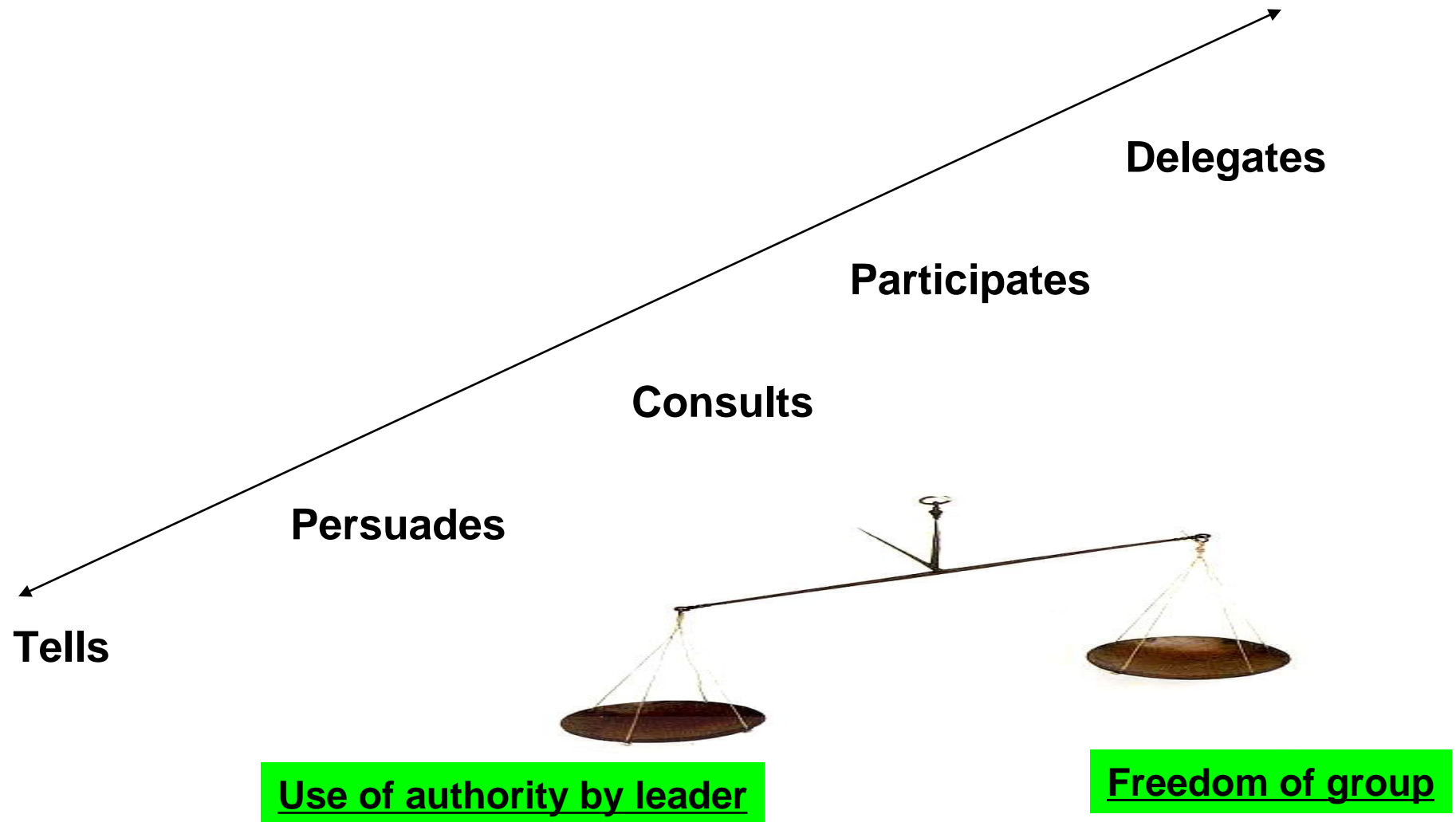


# The 5 Typical Patterns of Leadership

- **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

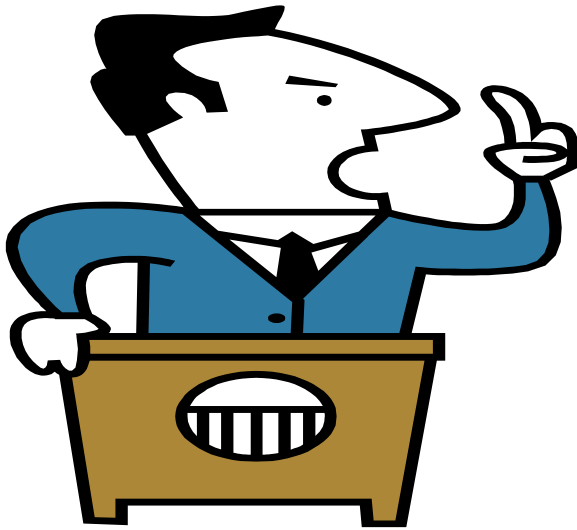


# The Leadership Dilemma





# 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? \_\_\_\_\_



**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.”**