

BECOMING THE LEADER YOUR COMPANY NEEDS

YOUR LEADERSHIP STYLE IS DIRECTLY LINKED TO BUSINESS PERFORMANCE

VISIONARY LEADERSHIP STYLE

Visionary leaders frame the collective task in terms of a grander vision.

Are You A Visionary Leader?

1. Can you help people SEE the future?
2. Can you engage people in CREATING the future?
3. Can you help people DELIVER the future?

VISIONARY WORKS

- Start ups
- Business is adrift
- Turnarounds
- Where a fresh vision is needed
- To give people a sense of purpose

VISIONARY DOESN'T WORK

- In a team of experts who may be more experienced
- If the leader comes off pompous, overbearing
- When the message isn't about vision

COACHING LEADERSHIP STYLE

Coaching leaders communicate a belief in people's potentials and an expectation that they can do their best

Are You a Coaching Leader?

1. Can you build rapport and trust?
2. Can you identify strengths and weaknesses?
3. Can you help employees establish long-term development goals?

COACHING WORKS

- To help people see their strengths and weaknesses
- With employees who show initiative
- With employees who want to improve

COACHING DOESN'T WORK

- When employees lack motivation
- When employees require excessive direction
- When leader lacks empathy

AFFILIATIVE LEADERSHIP STYLE

Affiliative leaders build loyalty and performance by recognizing employees as people, putting less emphasis on accomplishing tasks and goals

Are You An Affiliative Leader?

1. Are you open to sharing your emotions as a leader?
2. Do you value people and their feelings?
3. Are you committed to creating harmony and building team resonance?

AFFILIATIVE WORKS

- To heighten team harmony
- To increase morale
- To improve communication
- To repair broken trust

AFFILIATIVE DOESN'T WORK

- When used alone
- To address performance issues
- When employees need direction

DEMOCRATIC LEADERSHIP STYLE

Democratic leaders build on teamwork, listening and conflict management skills

Are You a Democratic Leader?

1. Are you good at getting buy-in on critical issues?
2. Are you a good listener – willing to hear the good and the bad?
3. Are you good at handling conflict and building consensus?

DEMOCRATIC WORKS

- When there is uncertainty
- To quell conflict
- To create safe place for people to speak the truth
- To implement the vision

DEMOCRATIC DOESN'T WORK

- If it creates too much discussion that goes no where
- When a decision is needed quickly
- If listening is not a strength of a leader

PACESETTING LEADERSHIP STYLE

Pacesetting leaders drive for excellence and holds high standards for performance

Are You a Pacesetting Leader?

1. Can you set clear guidelines?
2. Are you aware of your tendency to over-manage or micromanage?
3. Does your laser-like focus on goals send a message that you don't care about your people?

PACESETTING WORKS

- With technical field teams
- With highly trained specialists
- With hard-driving sales teams
- During critical early stage growth cycles

PACESETTING DOESN'T WORK

- When used all the time
- Comes across as micromanaging
- When employees feel pushed too hard
- When employees feel the leader doesn't trust them

COMMANDING LEADERSHIP STYLE

Commanding leaders exert forceful direction to get better results

Are You a Commanding Leader?

1. Are you focused on compliance without explaining the why?
2. Are you focusing on people's weaknesses and not their strengths?
3. Is the situation you are in today dictating the use of this style?

COMMANDING WORKS

- When there is a crisis
- When there is a real emergency
- To shock people into action
- To unfreeze useless business habits

COMMANDING DOESN'T WORK

- When used all the time
- During performance reviews
- When you want people to open up

