

MGT 200: Leadership Attributes, Behavior and Styles

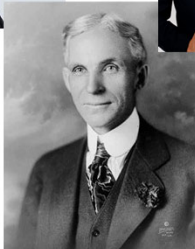
Goleman's Leadership Styles

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Overview

- Spotlight on contemporary contingency approaches: Goleman's leadership styles



Leadership style

- Definition: the patterns of behavior a leader adopts to plan, organize, motivate and control; it is the extent to which he or she:
 - Listens
 - Sets goals and standards
 - Develops action plans
 - Directs others
 - Gives feedback
 - Rewards and punishes

Goleman's 6 leadership styles

- Coercive
- Authoritative (not authoritarian!)
- Affiliative
- Democratic
- Pacesetting
- Coaching

The Coercive Leader

“Just do it the way I tell you”

- **Objective: immediate compliance**
 - Gives lots of directives
 - Controls team members
 - Relies on negative feedback
- **Most effective for:**
 - Crises
 - Turnarounds
 - Genuine emergencies

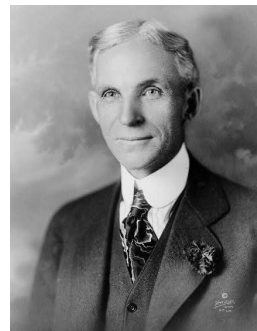


- **Least effective for:**
 - Complex tasks
 - Long term
 - Talented, knowledgeable or self-motivated individuals

The Authoritative Leader

“Let me tell you where we’re going as a team”

- **Objective: long term direction and vision**
 - Develops and articulates a vision
 - Solicits feedback on vision
 - Sets standards and monitors performance in relation to vision
- **Most effective for:**
 - Times of change
 - Team members needing guidance
 - Most situations



- **Least effective for:**
 - Sophisticated and experienced team members
 - When using self-managed work teams

The Affiliative Leader

"People first, task second"

- **Objective: creating harmony**
 - Promotes friendly interactions
 - Focuses on ee's emotional needs
 - Provides positive feedback
- **Most effective for:**
 - Routine tasks, adequate performance
 - Building relationships



- **Least effective for:**
 - Inadequate performance
 - Crisis situations
 - Task-oriented ees

The Democratic Leader

"Let's decide together"

- **Objective: building commitment and consensus**
 - Decision making meetings, listen for ideas
 - Strives for consensus
 - Rewards team performance
- **Most effective when:**
 - Competent ees
 - Work requires coordination
 - Uncertain about best way

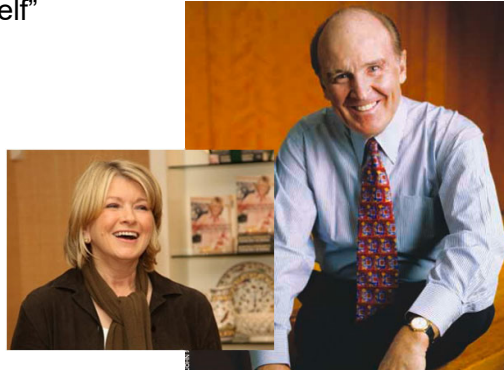


- **Least effective when:**
 - Crises
 - Incompetent ees

The Pacesetter Leader

"If you can't do it right, I'll do it myself"

- **Objective: high standard**
 - Leads by example
 - High standards
 - Works individually
 - Apprehensive about delegating
- **Most effective when:**
 - Ees are also pacesetters
 - Need quick results



- **Least effective when:**
 - Ees want feedback
 - Direction is unclear
 - Growth periods

Coaching

"What did you learn? What would you do differently? What can we improve upon?"

- **Objective: long term development of ees**
 - Helps identify strengths and weaknesses
 - Provides on-going feedback
 - Listens, asks open questions
- **Most effective when:**
 - Ees know aspirations,
 - Ees interested in career development



- **Least effective when:**
 - When explicit direction/feedback is necessary
 - crises

Is there one best style?

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Style in a phrase	Do what I tell you	Come with me	People come first	What do you think?	Do as I do, now	Try this
EI competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
Best for	Crisis, turnaround, problem ees	Need new vision, or clear direction	Heal rifts in a team, motivate people	Build buy-in, to get input from valuable ees	To get quick results	To help an ee improve or develop long-term strengths
Impact on climate	Negative	Most positive	Positive	Positive	Negative	Positive



Take-aways

- Become familiar with the various approaches to leadership: trait, behavior and styles
- Trait approach: Understand two additional elements of leadership orientation: personality and emotional intelligence
- Behavioral: leadership isn't the same experience for all
- Contingency and Styles: situational leadership.
 - Examined exemplars to Goleman's leadership styles
 - Guideline for how to determine leadership style

