Leadership Styles Worksheet

understanding the type of leader you are

Understanding the type of leader we naturally are

Whether we realise it or not, we all exhibit a leadership style; there is no such thing as "neutral" or emotion-free leadership. Knowing and acknowledging our dominant style increases self-awareness and emotional intelligence, giving us opportunity to notice and modify our leadership approach according to the context – and so making us more effective.

The leadership styles

Potential Pitfalls

1. **Authoritative**: **"Come with me."**

- Gives a strong sense of direction that is at once both ambitious and realistic.
- Never loses sight of core business purpose and uses that to motivate staff.
- Can rise above internal politics and jargon to see wider perspective.

Not appropriate when the goal is already well-established, with an experienced team cooperating well and delivering on plan. There, adopting an affiliative or democratic style would be appropriate.

2. **Coaching**: **"I want you to succeed."**

- Brings out the best in others, through self-awareness and responsibility.
- Has abandoned fear of inadequacy and insecurity to champion others' progress.
- Is solutions focused, building outcomes around thinking, learning and action.

Not appropriate when the primary driver of a given task is timely delivery above quality and learning. In these rare circumstances, a coercive style may be best-suited to the organisation's goals.

3. **Democratic**: **"What shall we do? We decide."**

- Seeks input from staff and stakeholders through consultation and engagement.
- Fosters a climate of high-trust, consensus and shared ownership of the vision.
- Shares information and insights, leading to staff empowerment and motivation.

Not appropriate when timely and committed decision-making is required, as per during a crisis. This style is also less positive on organisational climate than the authoritative and coaching styles.

4. **Pace-setting**: **"Do it like me."**

- The technical expert, more comfortable trusting themselves to do the work.
- Sets high standards and provides a role-model of mastery, quality and work-ethic.
- Can drive high performance provided team goals are clear and skills adequate

Reluctance to delegate can lead to burn-out and demotivate staff by starving them of autonomy and opportunity. Often lacking in leadership and communication skills, and are unintentionally coercive.

5. **Affiliative**: **"Let's get along."**

- Prizes harmony and good relationships among above all else, resolving conflicts.
- Gives positive feedback continually and prioritises communication and trust.
- Can engender bonds of commitment and loyalty, with staff going above/beyond.

Important decisions can be delayed while participation is prioritised. Emphasis on praise and harmony can leave poor or lazy performance unchallenged, poisoning working relationships.

6. **Coercive**: **"Go there. Do it this way."**

- Driven, results focused and with a strong sense of role, responsibility and purpose.
- Can be highly effective, in short bursts or times of crisis, to meet specific needs.
- Can offer a healthy and productive reality check for those losing perspective.

Not appropriate when used on a permanent basis as will produce a toxic, low-performing environment. Also inappropriate where standards, expectations, role and purpose are not well-defined.

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Discover your leadership style

1. Take the leadership quiz

This quick online quiz will help you identify which leadership styles come naturally to you and which you may need to develop further. Make a quick note of the results.

http://skillsyouneed.com/ls/index.php/325444

2. Rate your leadership

Use the following questions to help you reflect on your leadership style and identify your dominant style. Rate each question on a scale of 0 – 100.

1. Authoritative	**Ratings**
▪ I am able to communicate my vision and ideas effectively and gain enthusiastic support from my team.	/100
▪ When I formulate a vision or make a decision, I work hard to inspire my team to accept it.	/100
2. Coaching	
▪ When I discuss performance, I focus on assisting people to develop themselves and how to raise their own game, rather than on the results alone.	/100
▪ If the ideas or plans of one of my team members are not appropriate, I help them rethink their approach rather than telling them what to do.	/100
3. Democratic	
▪ I help people develop by giving them the opportunity to participate and have their voice be heard.	/100
▪ I lead my team by consensus, not by directly controlling them. I prioritise participation and go with the majority decision.	/100
4. Pace-setting	
▪ I often give team members tasks to do, but then take them back if I feel they are not performing adequately.	/100
▪ It is important to me that people follow my example: in expertise, in approach, in work ethic and in outcome.	/100
5. Affiliative	
▪ I believe I have a happy team and that being responsive to how they are feeling is more important than the job at hand.	/100
▪ I discourage people to have arguments which have the potential to lead to conflict and confrontation.	/100
6. Coercive	
▪ I believe that a high standard of performance is the most critical theme for success, and am generally intolerant of those who do not reach my standards.	/100
▪ I believe the only way to achieve results is by firm discipline. I deal firmly with members of my team who are not disciplined in the way I expect them to be.	/100

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Leadership Worksheet

3. Collate the results

Consider the results of the online quiz, your ratings against the above questions and your general reflections on your leadership style at work. Capture your insights below.

My leadership style

My well-developed leadership styles

1. _____

2. _____

3. _____

My leadership styles that need work

1. _____

2. _____

3. _____

My key insights about my leadership style

1.

2.

3.

The ideal leader

The six leadership styles described at the top of this document may seem the product of innate personality, but recent research has shown these styles are both learned and learn*able*.

The most effective leadership styles, in the long-term, are the authoritative and coaching styles; but an ability to display all – and, ultimately, to adapt ones style to any given situation – is best. So the most effective leader, first and foremost, must be emotionally intelligent. Ask yourself:

Q. What will I do to promote awareness of my adopted style at any given moment?

Q. How will I spot those key moments when I need to adopt a different style?

Q. How will I best employ my leadership styles for the benefit of my staff?

Q. How will I best employ my leadership styles for the benefit of my organisation?

Notes

1.

2.

3.

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