

Lead and Succeed Community


Leadership Chameleon: Master the Art of Flexible Leadership

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Introductions




- Name
- Organization
- How long have you been a supervisor?
- What takeaways do you want from this module?

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Welcome to Module I



Presentation title 20XX 3

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Agenda

- What is Leadership?
- Leadership Theories
- Setting the Modern Leadership Stage

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**Leadership is an action,
not a word.**

Leaders have followers.

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Leadership Skills

Leader is person who provides direction and purpose to the actions of others through the exercise of effective authority

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Leaders provide vision
Managers provide resources
Resulting synergy is employee empowerment

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What is Your Leadership Style?



Your pattern of behaviors as others see you.

Not how you see yourself.

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Your pattern of behaviors as others see you.

Not how you see yourself.



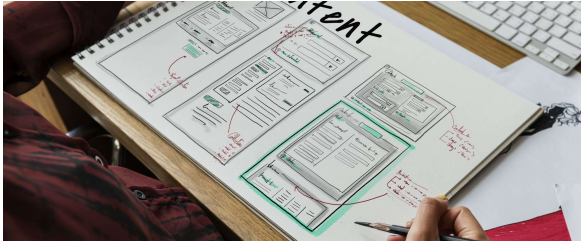
What is primary Your Leadership Style from the quiz?

Production info

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Action Plan Step 1



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**Breakout Room
Action Plan Step 1
3 minutes each**



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3 Leadership Theories

Trait Theory

Behavioral Theory with
Managerial Grid

Flexible Theory with Quiz

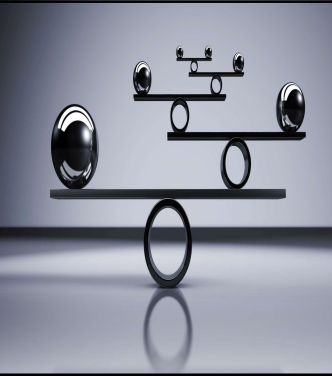
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Traits Theory

Certain individuals have inherent traits that make them more effective leaders.

Traits often associated with effective leadership include confidence, intelligence, determination, integrity, and sociability.

This theory assumes that leadership traits are fixed, and one size fits all.



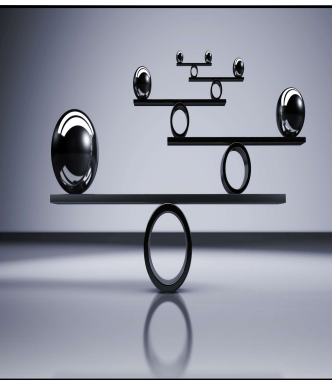
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Traits Theory

Certain individuals have inherent traits that make them more effective leaders.

You either have the traits, resulting in your potential to be a good leader, or you don't.

There is no cultivation of leadership that goes with this theory.



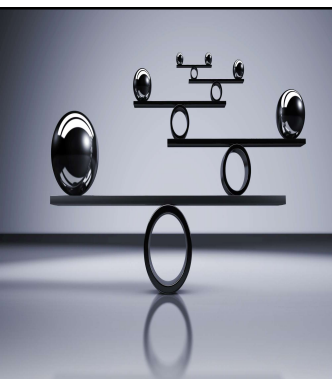
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Traits Theory

Over time, a variety of traits have been identified as potentially beneficial for leadership.

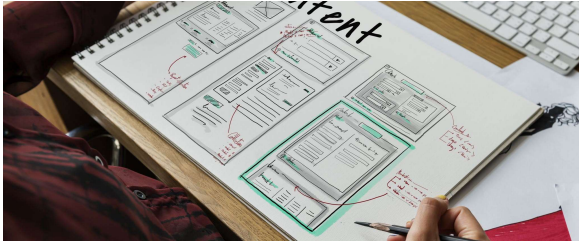
While different studies and models may list various traits, we have listed 10 commonly recognized leadership traits derived from Trait Theory in your Action Plan Workbook.

Action Plan Step 2. Complete the Leadership Traits Assessment



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Action Plan Step 2



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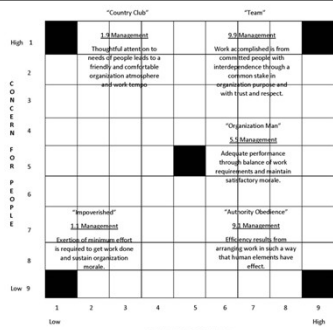
Behavioral Theory



- The Behavioral Theory suggests that leadership is not about the inherent traits of individuals, but rather about the actions they take.
- Primary types of behavior:
 - Production or Task-oriented (concerned with accomplishing tasks efficiently and effectively)
 - People-oriented (concerned with supporting, motivating, and developing individuals and teams)
- Unlike the Trait Theory, the Behavioral Theory implies that people can learn to become effective leaders by developing the right set of behaviors.
- Review the Behavioral Theory chart in your workbook and plot your score.

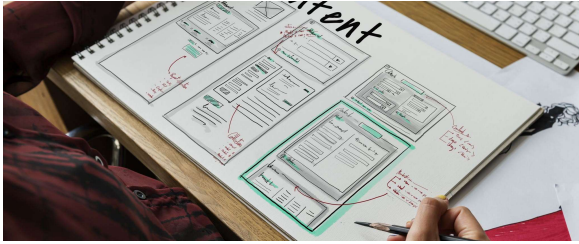
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Behavioral Theory
Plot Your Score



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Action Plan Step 3



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Breakout Rooms Action Plan Steps 2 & 3



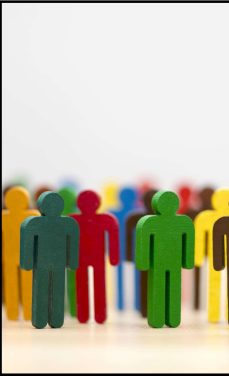
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Flexible/Contingency Theory

- This theory considers the situation in which leadership occurs. It suggests that the effectiveness of a leadership style is contingent upon the context.
- This theory underscores the importance of flexibility in leadership and the ability to adapt one's style to different situations.
- Flexible Leadership is a leadership style where the leader adjusts their style based on the readiness and capability of their team members in relation to a particular task. The theory was first developed by Paul Hersey and Ken Blanchard in the late 1960s.
- Complete the Quiz if you haven't done so already, Your Primary Leadership Style



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Flexible/Contingency Theory

- We are going to use this theory in this class. You took the "What Is Your Primary Leadership Style" quiz. You may be overusing your primary style.
- In this class, we will review the four supervisory styles.
- In the Delegation class, we will review the most appropriate time to use each of the styles.

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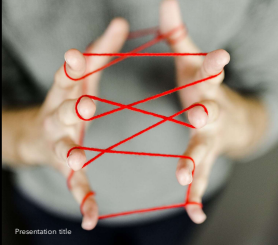


Setting the Modern Leadership Stage

Changing Dynamics

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Flexibility




The ability to use a variety of leadership styles

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CHAT: Supervisory Behavior

- Which supervisory behavior do you use most often?
 - Directive
 - Supportive

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Flexible Leadership



Flexible leadership theory is that no one style is right for every supervisor all the time
No single "best" style of leadership

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Basic Styles of Leadership Behavior

Basic Styles

- S1: Telling**
- S2: Coaching**
- S3: Participating**
- S4: Delegating**

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Leadership Style

- Your leadership style is how you behave when you are trying to influence the performance of others
- How you supervise or work with someone
- Each style has a blend of directive and supportive behavior

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Directive Behavior

- Clearly telling people what to do, how to do it, and when to do it, and then closely supervising their performance
- Key words are structure, control, supervise

Directive

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Directive Behaviors

- Setting goals and standards
- Developing an action plan
- Setting job priorities
- Establishing deadline
- Setting up a monitoring process
- Showing or telling how to do task
- Clarifying the follower's role
- Closely supervising progress

Directive

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Supportive Behavior

- Listening to people
- Providing support and encouragement for their efforts
- Facilitating their involvement in problem solving and decision making
- Key words are praise, listen, and facilitate

Supportive

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Supportive Behaviors

- Listening to follower's problems
- Recognizing & praising achievements
- Asking for suggestions
- Encouraging and reassuring followers
- Communicating why talk is important
- Disclosing information about self
- Involving follower in setting goals and developing action plans
- Facilitating problem solving

Supportive

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Leadership Behavior Styles
S1 Telling

One-way communication in which the leader defines the roles of the individual or group

Provides the what, how, why, when, and where to do the task

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Leadership Behavioral Styles
S1 Telling



For people who lack competence but are enthusiastic and committed

- Need direction and supervision to get started

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S1: High directive, low supportive

- Identifies problems
- Sets goals and defines roles
- Develops an action plan to solve problems
- Controls decision making
- Provides specific directions
- Initiates problem solving & decision making
- Announces solutions and decisions
- Closely supervises and evaluates work

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Providing the direction, but now using two-way communication
Providing the socio-emotional support that will allow the individual or group being influenced to buy into the process

Leadership Behavior Styles
S2 Coaching

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Leadership Behavioral Styles
S2 Coaching

- For people who have some competence but lack commitment
 - **Need direction, inspiration, and supervision because they are still relatively inexperienced**
 - **Need support and praise to build their self-esteem and involvement in decision-making to restore their commitment**


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S2: High directive, high supportive

- Identifies problems & sets goals
- Recognizes and praises progress
- Explains decisions
- Solicits ideas
- Makes final decisions after hearing person's ideas, opinions and feelings
- Continues to direct work
- Evaluates work

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Leadership Behavior Styles
S3 Participating



Shared decision-making about aspects of how the task is accomplished
 Leader is providing less task behaviors while maintaining high relationship behavior

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Leadership Behavioral Styles
S3 Participating



For people who have competence, but lack confidence or motivation

- Do not need much direction because of their skills, but support is necessary to bolster their confidence and motivation

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S3: High supportive, low directive

- Involves follower in identifying problems and setting goals
- Lets follower take lead in defining how task to be done or problem solved
- Provides assurance and support, resources, and ideas if requested
- Shares responsibility with follower for problem solving and decision making
- Listens and facilitates problem solving and decision making by follower
- Evaluates follower's work with follower

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Leadership Behavioral Styles
S4 Delegating



Leader is still involved in decisions; however, the process and responsibility has been passed to the individual or group

Leader stays involved to monitor progress

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Leadership Behavioral Styles S4 Delegating



For people who have both competence and commitment

- Able and willing to work on a project by themselves with little supervision or support

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S4: Low directive, low supportive

Jointly defines problems with follower

Collaborates with follower in setting goals

Lets follower develop action plan and control decision making about how, when and with whom problem should be solved or task done

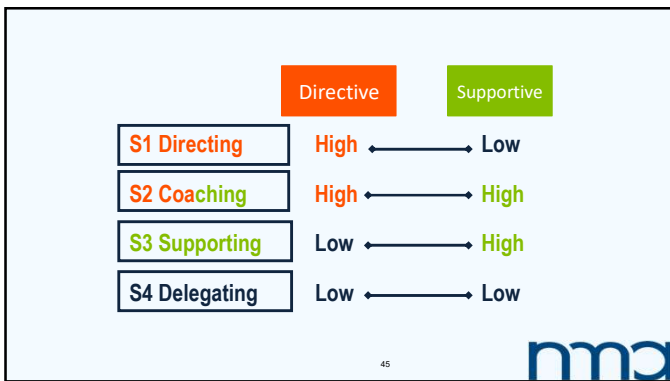
Accepts follower's decisions

Evaluates performance only periodically

Lets follower take responsibility and credit

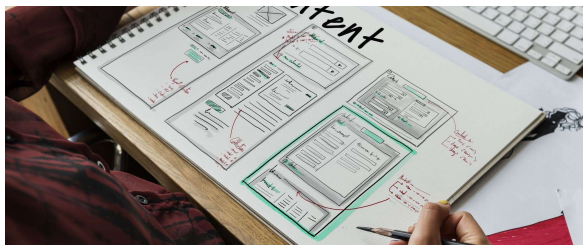
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Action Plan Step 4



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**Breakout Rooms
Action Plan Step 4**



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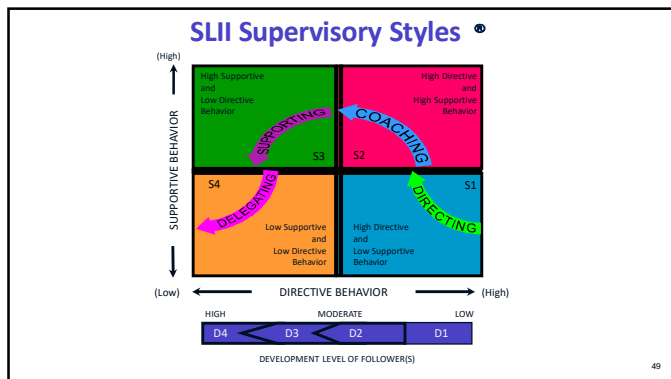
Leadership Behavioral Styles



No one style is optimal for all leaders all the time
Effective leaders need to be flexible
• Must adapt themselves according to the situation

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Flexible Leadership

Use a variety of leadership styles in directing and supporting the work of others and make them a second nature to you in your roles as a manager

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Assignment

Complete Story Videos:

- Are leaders born or made?
- What does it take to be a great leader?

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