What is this thing called Leadership?

Good Morning ☺
I’m Tom

Please chat to your neighbour about why you chose to come to this session today.
Some of the things you’ll think about this morning…

- Your strengths and areas for development
- Motivating people
- Having fun at work
- Getting things done
- Getting results
- Caring about colleagues
- Developing people
- Having a vision
- Creating meaning
I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

– Maya Angelou
Poet, Singer and Civil Rights Activist
Think about your WORST boss

- What characteristics and behaviours did they often demonstrate?
- What impact did they have on you?
- How did you perform?
- How did they make you feel?
How did that boss make you feel?

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Now think about your BEST boss

- What characteristics and behaviours did they often demonstrate?
- What impact did they have on you?
- How did you perform?
- How did they make you feel?
How did that boss make you feel?

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Great leaders...

1. create a great atmosphere to work in

2. don’t have one style of leadership; they have several

3. know when to use the appropriate style of leadership

4. know exactly what their role is in the team
Behind every great team, there’s a great leader

- A leader’s individual qualities
- What’s required of them as a leader
- The leadership styles they use
- The climate in their team

70% impact

30% business performance
### Its not just theory, It works!

In a large UK retailer, leaders creating the best climates in their shops delivered:
- **40 per cent** lower absenteeism.
- **12 per cent** higher sales growth.
- **10 per cent** more operating savings.
- **35 per cent** lower stock loss.

Leaders creating the most positive climates in the branches of a UK Retail bank delivered:
- **a £9.5 million** increase in revenue.
- **a one per cent** reduction in staff turnover.
- **a 25 per cent** reduction in sickness levels.
- **an increase in customer satisfaction**.

<table>
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<tr>
<th>Ward Sisters in the NHS creating the best climates had</th>
<th>In a global Technology firm</th>
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<tr>
<td><strong>40 per cent</strong> less drug prescribing errors.</td>
<td>A study of <strong>33 MDs</strong> found that those who created high performing climates outperformed their peers by <strong>$711 million in profit</strong>.</td>
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<td><strong>36 per cent</strong> lower staff turnover.</td>
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<td><strong>57 per cent</strong> reduction in absenteeism.</td>
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Six Leadership Styles

Directive
“Do what I say.”

Visionary
“Here’s where we’re going and why.”

Affiliative
“Let’s all get along.”

Participative
“What do you think?”

Pacesetting
“Watch me and do as I do.”

Coaching
“Let me help you excel.”
Directive Style

What's it about? Getting immediate compliance

What you’ll see the leader say and do:

• Gives lots of ‘directives’ rather than ‘direction’
• Expects immediate employee compliance
• Controls tightly, often requiring many detailed reports
• Relies on negative, corrective, and ‘personalised’ feedback
• Motivates the team by stating the negative consequences of noncompliance
Directive Style
What's it about? Getting immediate compliance

It’s most effective
- For simple tasks.
- In crisis situations.
- When there will be serious problems if people don’t do what you say.
- With problem colleagues, when all else has failed!

It’s least effective
- For complex tasks.
- In the long-term. Team members tend to rebel, resist or leave!
- With self-motivated team members.
Visionary Style
What's it about? Providing long-term direction and vision

What you’ll see the leader say and do:

• Develops and shares a clear vision
• Asks employees for their perspective it
• Sees selling the vision as key to future success
• Persuades their colleagues by explaining why things are happening in terms of their interests and motivations
Visionary Style

What's it about? Providing long-term direction and vision

It’s most effective

• In times of change.
• When you are seen as experienced and wise.
• With new team members who will benefit from the guidance.

It’s least effective

• When a leader is not seen as credible.
• When there is a need for speed.
• When the team doesn't have the ability or skills to get things done.
Affiliative Style
What's it about? Creating harmony and trust in the team

What you’ll see the leader say and do:

• Encourages and recognises positive interactions
• Places emphasis on addressing their employees’ personal needs
• Identifies opportunities for positive feedback; stresses the importance of employee morale for performance
• Avoids performance-related confrontations

“Let’s all get along.”
Affiliative Style
What's it about? Creating harmony and trust in the team

It’s most effective
- When you want to get people who are different to work together.
- When team members need help with personal issues.
- If performance in the team is ok.

It’s least effective
- When a colleague needs some performance feedback.
- With colleagues who are task-oriented or not interested in being your friend!
- In really complex situations when you need direct people and be in control.
Participative Style
What's it about? Building commitment and generating new ideas

What you’ll see the leader say and do:
- Invites employees to participate in the development of decisions
- Look for opportunities to come to consensus
- Holds many meetings and listens to employees’ concerns
- Rewards adequate performance; rarely gives negative feedback
Participative Style
What's it about? Building commitment and generating new ideas

It’s most effective
- When you want to get people to give you ideas.
- When employees can be brought together as a team.
- When everyone in the team is competent.

It’s least effective
- When you don’t have time to hold meetings.
- With colleagues who actually aren’t yet skilled or knowledgeable enough and need more supervision.
Pacesetting Style
What's it about? Accomplishing tasks to a high standard

What you’ll see the leader say and do:
• Leads by example
• Has high standards and expects others to know why
• Is apprehensive about delegating and takes responsibility away if people don’t perform well
• Has little sympathy for poor performance
• Rescues the situation or gives detailed instructions when employees experience difficulties

Watch me and do what I do.
Pacesetting Style
What's it about? Accomplishing tasks to a high standard

It’s most effective

• When your team need to look to you as an example of how to do something.
• When you need quick results or to rescue a situation.
• When colleagues are highly motivated and know their role in the team.

It’s least effective

• When the team is too large for you to do all of the work, and you actually need to be delegating more.
• With your colleagues need direction, development and coordination.
Coaching Style
What's it about? Enabling the long-term development of others

What you’ll see the leader say and do:
• Helps employees identify their strengths and weaknesses
• Encourages them to have long-term development goals
• Provides ongoing coaching as well as feedback
• May trade off immediate standards of performance for long-term development

Let me help you excel.
Coaching Style
What's it about? Enabling the long-term development of others

It’s most effective
• When your employees want to develop and have a plan.
• With motivated employees.
• With employees who want to try out new things.

It’s least effective
• When your team actually need close supervision.
• When they need you to direct the tasks they’re doing.
• When you need quick results.

Let me help you excel.
Think about your yourself and your team…

1. What style/s do you think you use most often?

2. What styles do your team actually need from you? More/less?
How could you…

...be the Chief Meaning Officer?

...be the Chief Sweeper?

...show your Generosity Gene?

...be the Chief Fun Officer?
What have you taken from today?

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Thank you! 😊