

Discovering Your Leadership Style

©<http://www.skillsyouneed.com/lead/leadership-styles.html>

Answer the following statements as accurately as you can. Circle the number that most closely aligns with your **current** behaviour.

1= Strongly Disagree
 2= Disagree
 3=Neutral
 4=Agree
 5=Strongly Agree

1. Leadership Style: _____

a. I believe in taking people with me, not just telling them what to do.	1	2	3	4	5
b. I like to be involved in setting the direction of travel.	1	2	3	4	5
c. I like to set out a clear vision for the future.	1	2	3	4	5
d. I like to make sure that everyone understands where we're going.	1	2	3	4	5
e. I'm good at helping people to change direction.	1	2	3	4	5
TOTAL					

2. Leadership Style: _____

a. It's always worth putting time into developing people's skills.	1	2	3	4	5
b. I enjoy seeing my team achieve.	1	2	3	4	5
c. I like to help people think through issues for themselves.	1	2	3	4	5
d. I believe that everyone can work out the answers to their own problems, with a bit of help.	1	2	3	4	5
e. I think that people should be allowed to try things out and make mistakes in order to learn.	1	2	3	4	5
TOTAL					

3. Leadership Style: _____

a. The needs of my team are more important than achieving our objectives.	1	2	3	4	5
b. My goal is a united team, because I believe that we'll achieve more that way	1	2	3	4	5
c. We work best when we work together in harmony.	1	2	3	4	5
d. I value team harmony and try to avoid confrontation.	1	2	3	4	5
e. I make a real effort to ensure that everyone in my team is happy.	1	2	3	4	5
TOTAL					

4. Leadership Style: _____

a. I like to make sure that everyone takes ownership of team projects.	1	2	3	4	5
b. I draw on the skills in my team to get things done.	1	2	3	4	5
c. I always ask what others think before making decisions.	1	2	3	4	5
d. I make sure that everyone knows what's going on at all times.	1	2	3	4	5
e. I believe teams work best when everyone is involved in making decisions.	1	2	3	4	5
TOTAL					

5. Leadership Style: _____

a. I set high standards for my team.	1	2	3	4	5
b. I am strongly driven to succeed in life.	1	2	3	4	5
c. I expect the best from those around me.	1	2	3	4	5
d. I set high standards for myself, and expect others to meet those standards too.	1	2	3	4	5
e. I expect my team to take responsibility for their own work.	1	2	3	4	5
TOTAL					

6. Leadership Style: _____

a. I pride myself on getting things done.	1	2	3	4	5
b. I usually think that I know best.	1	2	3	4	5
c. I can usually find solutions to problems.	1	2	3	4	5
d. Usually, the best way to do things is my way.	1	2	3	4	5
e. I like to tell people what to do.	1	2	3	4	5
TOTAL					

Scoring Your Assessment - Add up the total points in each of the six sections.

NOTE: Please do **not** read the following descriptions of the six leadership styles until **AFTER** you have completed your assessment. Then insert the name for each of the six leadership styles above as the descriptors below are in the same sequence as your assessment. Finally, proceed to the Leadership Styles Reflection page and complete.

Leadership Styles

There are many different models of leadership styles, from those that look at how much 'control' you want, to others based around 'potential'.

One of the best-known models is Daniel Goleman's Six Leadership Styles. Goleman is probably best known for his work on [Emotional Intelligence](#), but he also carried out a ground-breaking study on leadership, published in the Harvard Business Review in 2000 as '[Leadership that Gets Results](#)'. Based on a three-year study of over 3,000 executives, Daniel Goleman identified six different leadership styles:

1. Visionary / Authoritative
2. Coaching
3. Affiliative
4. Democratic
5. Pace-setting
6. Commanding / Coercive

Six Leadership Styles

1. Visionary / Authoritative leaders move people towards a vision

This style is probably best summed up as '*Come with me*'.

These leaders are visionary and it's the most useful style when a new vision or clear direction is needed, and is most strongly positive. Authoritative leaders are high in self-confidence and empathy, acting as a change catalyst by drawing people into the vision and engaging them with the future.

2. A Coaching leader will develop people.

The phrase that sums up this leadership style is '*Try it*'

Coaching leaders allow people to try different approaches to problem solving and achieving a goal in an open way. The coaching leader shows high levels of empathy, self-awareness and skills in developing others. A coaching style is especially useful when an organisation values long-term staff development.

3. An Affiliative leader values and creates emotional bonds and harmony.

Affiliative leaders believe that *'People come first'*.

Such leaders demonstrate empathy, and strong communication skills, and are very good at building relationships. This style is most useful when a team has been through a difficult experience, and needs to heal rifts, or develop motivation. It is not a very goal-oriented style, so anyone using it will need to make sure others understand that the goal is team harmony, and not specific tasks. It is probably obvious from this that it cannot be used on its own for any length of time if you need to 'get the job done'.

4. The Democratic leader builds consensus through participation.

Democratic leaders are constantly asking *'What do you think?'*

Such leaders show high levels of collaboration, team leadership and strong communication skills. This style of leadership works well in developing ownership for a project, but it can make for slow progress towards goals, until a certain amount of momentum has built up. Anyone wishing to use this style will need to make sure that senior managers are signed up to the process, and understand that it may take time to develop the consensus.

5. Pace-setting leaders expect excellence and self-direction.

This style can be summed up as *'Do as I do, now'*.

The Pace-setter very much leads by example, but this type of leadership only works with a highly-competent and well-motivated team. It can only be sustained for a while without team members flagging. Like the Coercive leader, Pace-setters also show drive to succeed and initiative, but instead of self-control, these are coupled with conscientiousness.

6. Commanding / Coercive leaders demand immediate obedience.

In a single phrase, this style is *'Do what I tell you'*.

These leaders show initiative, self-control, and drive to succeed. There is, of course, a time and a place for such leadership: a battlefield is the classic example, but any crisis will need clear, calm, commanding leadership. This style does not, however, encourage anyone else to take the initiative, and often has a negative effect on how people feel.

Leadership Styles Reflection

1. What are your 'typical' style(s) at work?	2. What style(s) are you good at?
<input type="checkbox"/> Visionary <input type="checkbox"/> Coaching <input type="checkbox"/> Affiliative <input type="checkbox"/> Democratic <input type="checkbox"/> Pacesetting <input type="checkbox"/> Commanding	<input type="checkbox"/> Visionary <input type="checkbox"/> Coaching <input type="checkbox"/> Affiliative <input type="checkbox"/> Democratic <input type="checkbox"/> Pacesetting <input type="checkbox"/> Commanding

3. What style(s) do you want / need to develop?	
<input type="checkbox"/> Visionary <input type="checkbox"/> Coaching <input type="checkbox"/> Affiliative	<input type="checkbox"/> Democratic <input type="checkbox"/> Pacesetting <input type="checkbox"/> Commanding

4. Select <u>one</u> leadership style from #3 and make your responses below.
<p>Leadership Style I Want to Develop: _____</p> <p>Intention or Reason for Using This Style:</p> <p>_____</p> <p>_____</p> <p>Specific workplace situation that would benefit from this style:</p> <p>_____</p> <p>Skills and Behaviours I May Need to Develop for this Style: e.g. self-awareness, confidence, empathy, impulse control, conflict management</p>

Digging Down to Grit

Personal Values

Review this chart of values and select five that are most important to you as guides for how to behave. Look for values that inform both your personal life and professional practice. Feel free to add others.

Accountability	Spirituality	Friendship	Perfectionism	Hope	Peace
Assertiveness	Caring for others	Trust	Kindness	Health	Authority
Respect for others	Participation	Loyalty	Influence	Pride	Education
Cohesiveness	Competition	Security	Integrity	Passion	Status
Commitment	Creativity	Appearance	Power	Truth	Joy
Social recognition	Love	Problem Solving	Fame	Fairness	Risk
Compassion	Enthusiasm	Courage	Justice	Acceptance	Decisiveness
Happiness	Forgiveness	Tolerance	Religion	Family	Pleasure
Authenticity	Success	Authority	Fun	Wisdom	Education
Open-Mindedness	Results	Balance	Equality	Optimism	Innovation
Wealth	Achievement	Teamwork	Conforming	Career	Prevention
Unity	Honesty	Excellence	Relationships	Progress	Humour
Accomplishment	Harmony	Practicality	Orderliness	Independence	Aesthetics
Adventure	Speed				

Choose 5 values that are most important to you.

- 1.
- 2.
- 3.
- 4.
- 5.

Choose 2 that you believe you demonstrate regularly.

Choose 2 that you believe you could consciously demonstrate more often.

STRENGTHS

STRONG	WEAK
<ul style="list-style-type: none"> <input type="checkbox"/> Powerful <input type="checkbox"/> Confident <input type="checkbox"/> Natural <input type="checkbox"/> Smooth <input type="checkbox"/> On fire <input type="checkbox"/> “I’ve got this wired.” <input type="checkbox"/> Great <input type="checkbox"/> Authentic <input type="checkbox"/> “That was easy” <input type="checkbox"/> Awesome <input type="checkbox"/> “When can I do this again?” 	<ul style="list-style-type: none"> <input type="checkbox"/> Drained <input type="checkbox"/> “Time’s going by so slowly.” <input type="checkbox"/> “I can’t concentrate.” <input type="checkbox"/> Frustrated <input type="checkbox"/> Wiped out <input type="checkbox"/> Forced <input type="checkbox"/> “I’m getting a migraine.” <input type="checkbox"/> “How much longer?” <input type="checkbox"/> Irritated <input type="checkbox"/> Bored <input type="checkbox"/> “Why can’t the new person do this?”

Task: Review the descriptors above, then list below a few work activities that energize you (make you feel strong) & a few work activities that drain you (make you feel weak).

I felt strong (confident, natural) when....	I felt weak (drained, bored) when....

1.