Leadership: Where do we go from Here?

RIK NEMANICK, PH.D. | THE LEADERSHIP EFFECT
Prior Leadership Workshop

Planning & Goal Setting
Delegating
Creating Accountability
Giving Performance Feedback
Dealing with Performance Problems
Facilitating conflict
Reflection from Prior Workshops

WHAT HAVE YOU DONE SINCE THE FIRST LEADERSHIP WORKSHOP?

WHAT RESULTS DID YOU SEE?
Grenny on Feedback

Make it safe to give feedback
- Get your intention right
- Ask permission
- Share your intent

Make it safe to receive feedback
- Get ready before
- Hold boundaries
- Be curious

What do you think of these ideas? How can they help you?

Read more about it in Crucial Conversations
Goleman’s Six Styles†

Hay/McBer study looking at six leader styles correlation with organizational climate

Found six styles that affected climate

- Coercive*
- Authoritative
- Affiliative
- Democratic
- Pacesetting*
- Coaching


*Negatively correlated
Coercive
Coercive

Demanding immediate compliance
  ◦ Also, holding people accountable

“Do what I tell you.”

Underlying competencies:
  ◦ Use of power and authority, initiative, self control

When it works for you:
  ◦ Holding others accountable
  ◦ Breaking bad habits
  ◦ Managing in a crisis
  ◦ Kick-starting a turnaround

When it works against you:
  ◦ When used too often
  ◦ When used (nearly) exclusively
Authoritative

Mobilizes people toward a vision
“Come with me.”

Underlying competencies:
◦ Self-confidence, Empathy, Change catalyst

When it works for you:
◦ Starting up or making a change
◦ Pulling out of details
◦ Setting goals and maximize empowerment
◦ Building commitment

When it works against you:
◦ Working with high functioning, experienced team
◦ Working with those with little experience
Affiliative
Affiliative

Seek harmony and builds personal bonds

“People come first.”

Underlying competencies:
- Empathy, building relationships, Interpersonal skills, understanding others

When it works for you:
- Building commitment
- Building connections
- Get through stressful times

When it works against you
- When poor performance needs to be addressed
- When people need direction and vision
Democratic

Forges consensus and garners buy-in

“What do you think?”

Underlying competencies:
- Capacity for collaboration, Team leadership, Communication

When it works for you:
- Gaining group commitment
- Working with experienced team
- Building consensus

When it works against you
- When consensus is elusive (endless meetings)
- When hard decisions need to be made
Pacesetting
Pacesetting

Sets high standards for performance

“Do as I do, now.”

Underlying competencies:
- Conscientiousness, Self-control, resilience, decisiveness, action orientation

When it works for you:
- Getting results from highly motivated, competent people
- Setting high standards for performance

When it works against you
- When used (nearly) exclusively
Coaching

Develops people for the future

“Try this.”

Underlying competencies:
- Developing others, Empathy, Self-awareness

When it works for you:
- Developing capabilities
- Helping plan for the future

When it works against you:
- When quick decisions need to be made
- When quick action needs to be taken
- When the follower is not receptive
Primary Problems with Styles

Fail to vary styles at all
Vary styles, but fail to match
Use underdeveloped style (poorly)
Overcorrecting style
Under stress (HALT), going home to natural style
Paired Discussion

Which of these styles feels the most natural?
◦ When has the style helped you?
◦ When has the style caused you difficulty?

With which styles do you feel uncomfortable?
◦ When has not using this style caused you difficulty?
◦ How can you get more comfort with the style?
Making Styles Work

Get comfortable with multiple styles

Learn to diagnose needs of different situations

Try to match style to situations

Recognize these as complex skills
How to Improve Your Leadership

Recognize areas where you are not the expert
  ◦ Empower others to make decisions, take action
  ◦ Get comfortable asking questions instead of giving advice (instructions)

Tap your network
  ◦ Find a mentor, schedule meetings
  ◦ Find a peer coach, meet on leadership issues

Read leadership literature

Ask for feedback
Final Discussion

AFTER THIS SERIES, WHAT CAN YOU DO TO KEEP YOUR LEADERSHIP LEARNING GOING?
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