



# Leadership Skills

Session starts at 2pm



# HELLO!

I am **Karen Maher**

I am an experienced HR consultant and workforce development specialist originally from the North East of England.

I specialise in coaching, mentoring, mediation and training delivery. I deliver QQI accredited courses including People Management, Supervisory Management and Medical Secretaries

I am also qualified to administer and deliver psychometric tests including EQi2 (Emotional Intelligence) and MBTI (Personality Types).





# OVERVIEW

- What qualities make a good Leader?
- Key Skills required to be a Leader
- Developing your Leadership Style
- Leading by example
- Being timely and decisive
- Involving staff in the decision making process
- Effective communication
- Performance management
- Dealing with challenging behaviour

# Great leaders

Who do you admire as a leader?

What do (did) they do to earn your admiration?

What character traits do they display?





# Examples of Great Leaders?



# Admired leader characteristics

Honest	88	• Cooperative	28
Forward looking	71	• Determined	24
Competent	66	• Imaginative	23
Inspiring	65	• Ambitious	21
Intelligent	47	• Courageous	20
Fair-minded	42	• Caring	20
Broad-minded	40	• Mature	17
Supportive	35	• Loyal	14
Straight-forward	34	• Self-controlled	8
Dependable	33	• Independent	6



Research consistent over 2 decades; research carried out in 6 continents by Kouses and Posner 2002



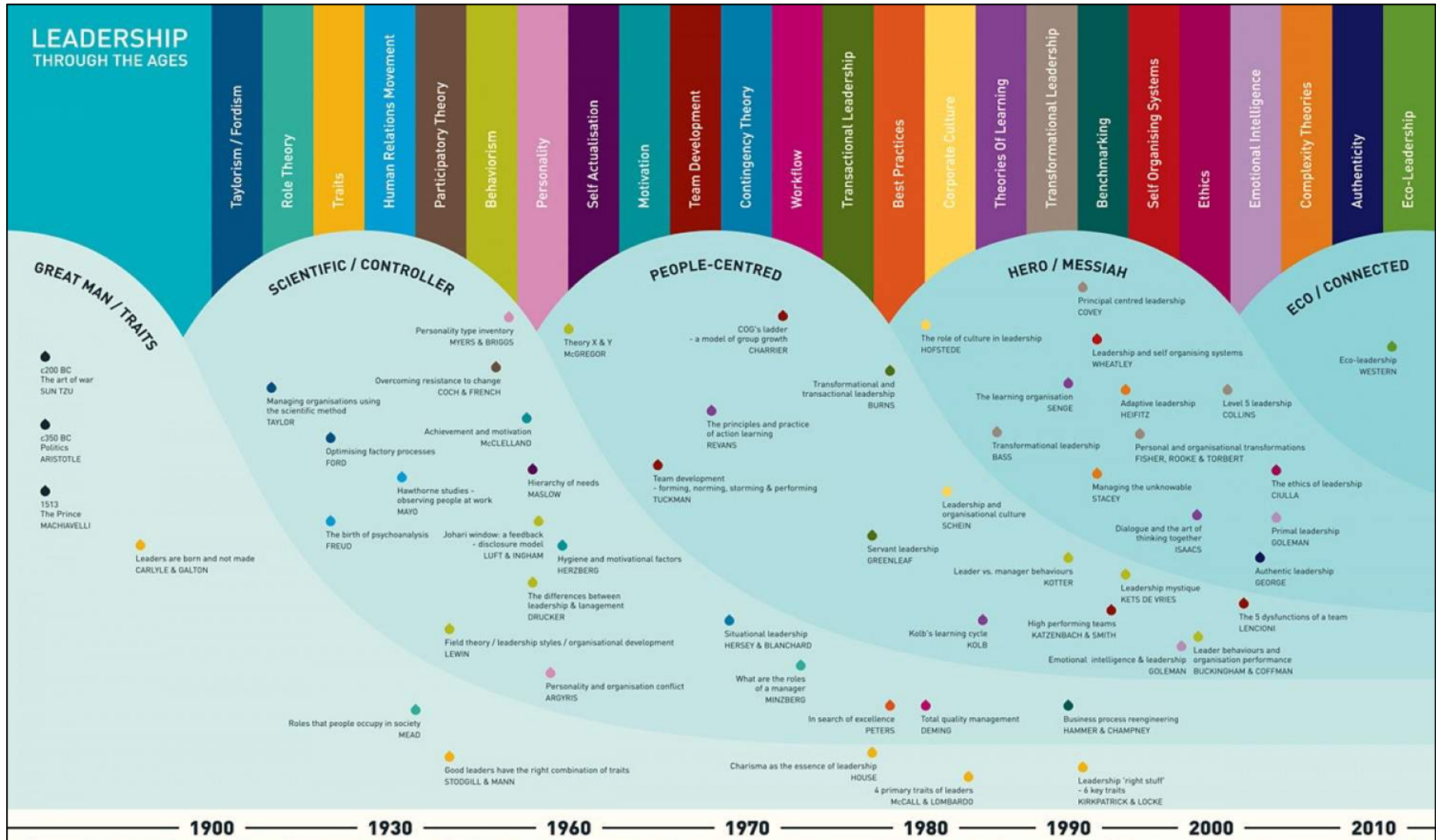
## Definitions of leadership

**Leadership** is a **social influence** process in which the manager's influence is non-coercive.

**Leadership** is about **transformation** of the motivation, values and beliefs of followers as well as the structures of organisations



# Leadership theories



<http://www.altoconsulting.com.au/leadership-through-the-ages-visual-ly/>



## Leadership theories

**‘If you’re not  
confused you’re  
not paying  
attention’**

Tom Peters

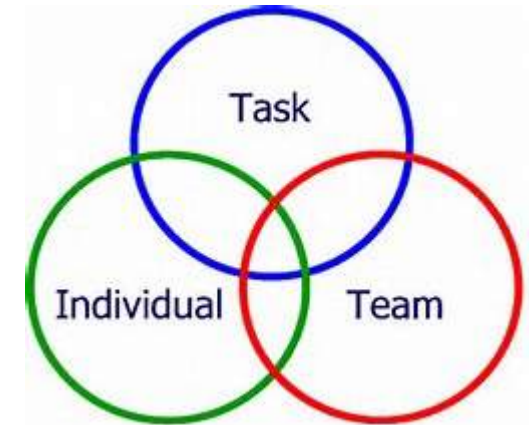


# Adair's '3 Hats' Functional Leadership

Adair's model is based on three overlapping circles representing the three responsibilities that leaders have. Responsibility for the **Task, for the Team, and the Individuals in the team.**

These three overlap because:

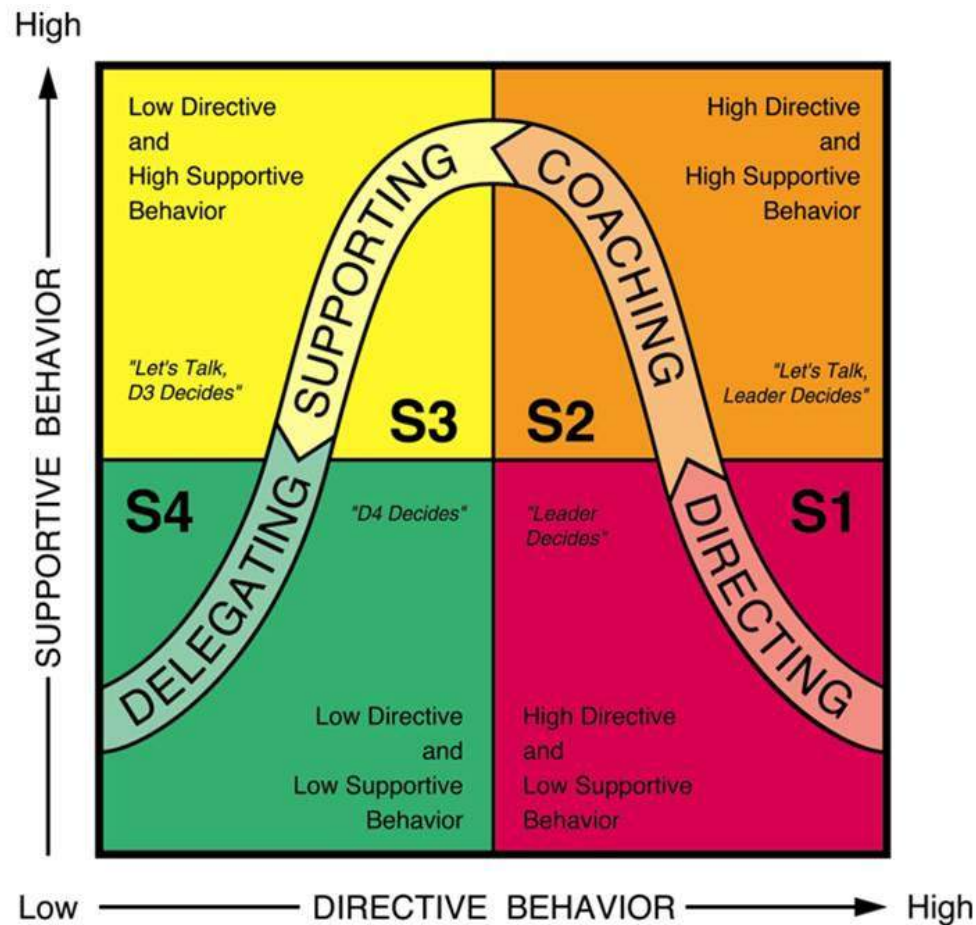
- The **Task** can only be performed by the **Team** and not by one person;
- The **Team** can only achieve excellent **Task** performance if all the **Individuals** are fully developed;
- The **Individuals** need the **Task** to be challenged and motivated.



Leadership is not simply about planning – *that's the easy part.*  
The difficult part is making things happen”

**John Adair 2009**

# Situational Leadership



**Situational Leadership** means choosing the right leadership style for the right people

Paul Hersey and Ken Blanchard, 1969



# Situational Leadership



**Depends on maturity of follower in task and situation  
Competence – Confidence – Commitment**

# Situational Leadership

	<b>Directive</b>	<b>Coaching</b>	<b>Facilitative</b>
<b>Manager's role</b>	Assign/Instruct	Enhance performance	Support performance
<b>Authority</b>	Manager	Shared	Delegated
<b>Accountability</b>	Manager	Prime/contributory	Subordinate
<b>Relationship</b>	Hierarchical	Participative	Supporting
<b>Performance improvement</b>	Directive	Goal-setting/ feedback	Self-managed
<b>Problem-solving</b>	Procedural/ hierarchical	Joint problem-solving	Self-managed
<b>Approach</b>	Demanding	Encouraging	Empowering

# What's your leadership style?



Which style do you think describes you?



# Goleman's 6 leadership styles

<b>Visionary</b>	Motivates people towards a vision	<b>"Come with me"</b>	Self-confidence, empathy, change catalyst
<b>Coaching</b>	Developing people for the future	<b>"Try this"</b>	Developing others, self awareness, empathy
<b>Affiliative</b>	Creates harmony and builds emotional bonds	<b>"People come first"</b>	Empathy, building relationships, communication
<b>Democratic</b>	Forges consensus through participation	<b>"What do you think?"</b>	Collaboration, team leadership, communication
<b>Pacesetting</b>	Sets high standards for performance	<b>"Do as I do now!"</b>	Conscientiousness, drive to achieve, initiative
<b>Commanding</b>	Demands immediate compliance	<b>"Do what I tell you"</b>	Drive to achieve, initiative, self-control

Based on **Primal Leadership** by Daniel Goleman, Richard Boyatzis, and Annie McKee



# Pros and Cons of Visionary Leadership

The positives of Visionary Leadership is their team building capabilities and driving an unfulfilled vision through collective inspiration. The modern generation appreciates the adoption of the latest technologies, while the rest of the team members relish the sense of team spirit and clarity of vision.

## Pros

Experts who can effortlessly drive a vision

There's an effective increase in the long-term commitment

Every team member takes the initiative, accountability for the long term goals

Can shape long-term strategy while also implementing short term goals.

## Cons

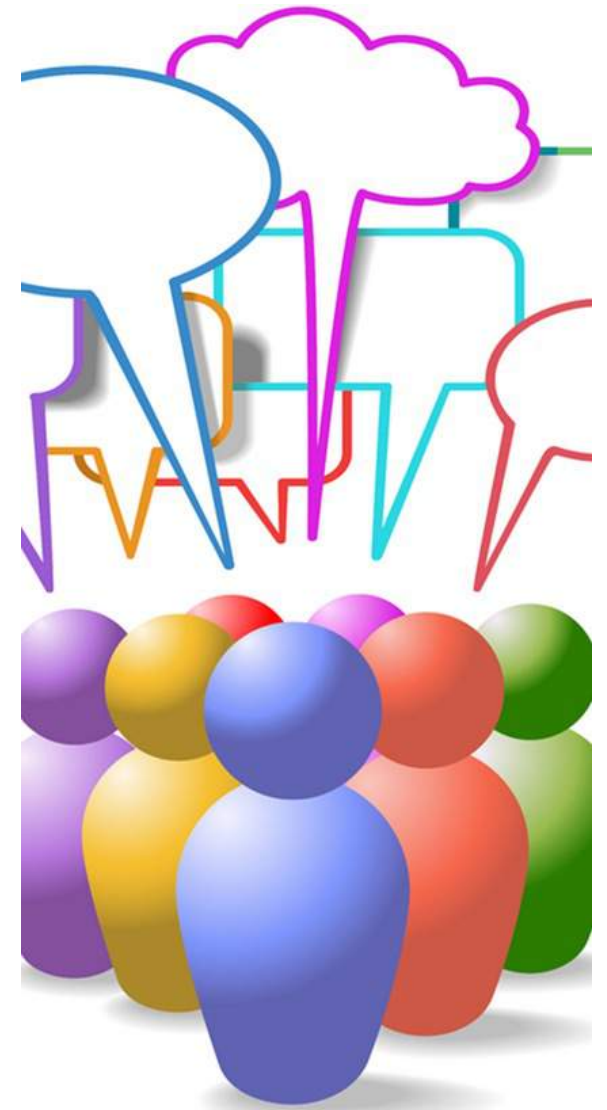
Too much freedom for employees may become counterintuitive.

Unlike affiliative leaders, they don't tolerate excuses once a plan has been strategized

Some team members who are resistant to constant change may find it as a cultural shock

## Key Skills of a Visionary Leader

Any other 'cons' you can identify for their style of leadership?





# Pros and Cons of Coaching leaders

## Pros

The Coaching Leader emphasises two-way communication, while encouraging learning. Team members are more focused on what they have to accomplish. This mindset works in groups where the members are cooperative but tend to learn slowly. Coaching leadership provides them with just enough time to recuperate, while also urging them to persist towards their long term goal slowly.

Coaching Leaders tend to:

Develop incentive plans that reflect where your employees are in their lives

Conduct regular HR survey to get a pulse on your 'employees' demographics and needs

Conduct frequent 1:1 employee conversations to help them understand their employee needs and goals better

## Cons

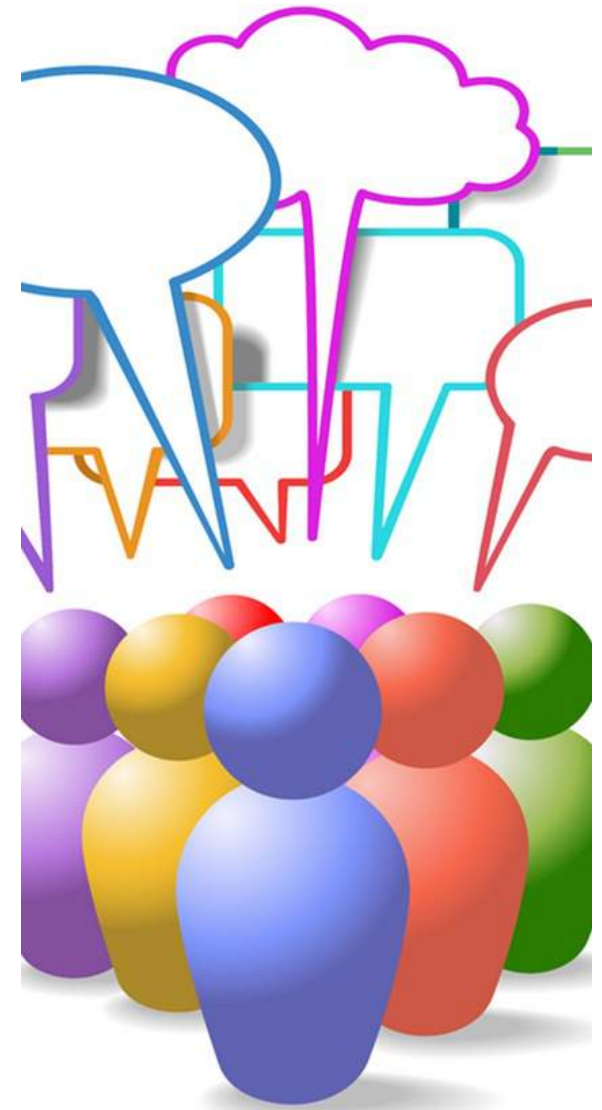
Stereotyping - Coaching leaders tend to reinforce stereotypes.

Patronising - In their quest for a better understand and opening up conversations, they may even "force" participation

Assumptive - Some leaders think they know what's best for their team and tend to thrust initiatives while failing to foster real and straightforward communication.

# Key Skills of a Coaching Leader

Do the 'pros' outweigh  
the 'cons'?





# Pros and Cons of Affiliative Leadership

## Pros

This leader makes everybody feel valued and recognised in their roles.

Strives to create an emotional bond and feeling of a mutual connection within the teams

Puts people at the heart of business success

Alleviates the pressure of performance and creates a sense of belonging

Motivates via continuous praise

Fosters a sense of communal collaboration

Provides excellent long term and short term returns

## Cons

Tend to have a hard time with unavoidable conflict and problems that may arise within a team.

Complacent workers may also take advantage of these leaders and get stuck in their comfort zone, and since affiliative leaders do not believe in babysitting their reports, it may lead to unfavourable impairment in the team's productivity.

Poor performers may go unchecked

Excessive positive encouragement may bring the bar down for the whole team

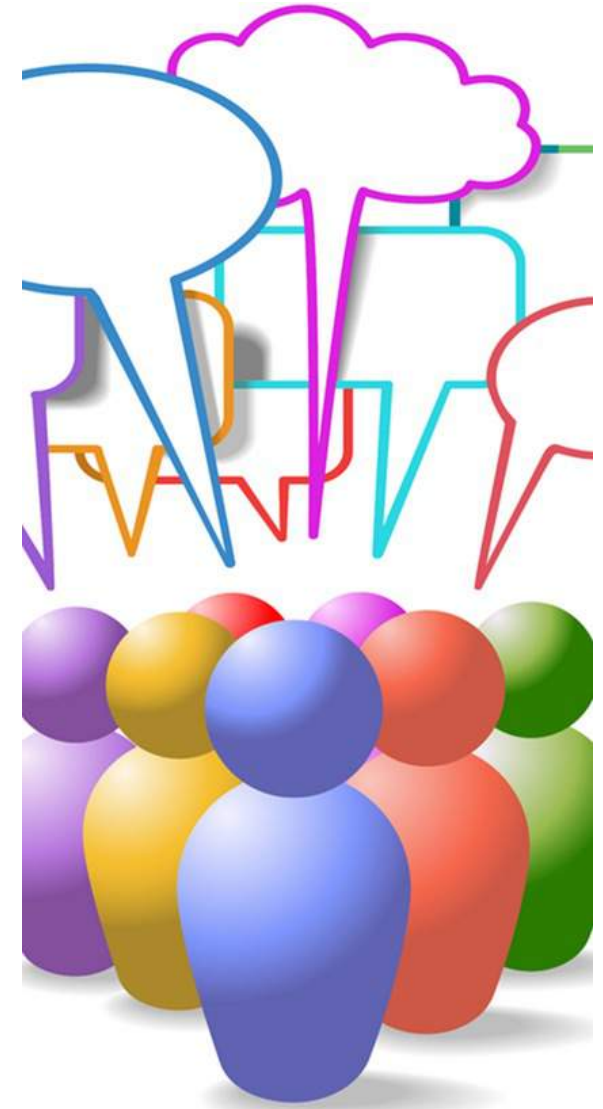
Lackadaisical teammates may settle for mediocre performance

Ineffective during times of complex challenges

May have difficulty providing honest feedback

# Key Skills of a Affiliative Leader

Is this style favoured in your organisation?







# Pros and Cons of Democratic leaders

## Pros

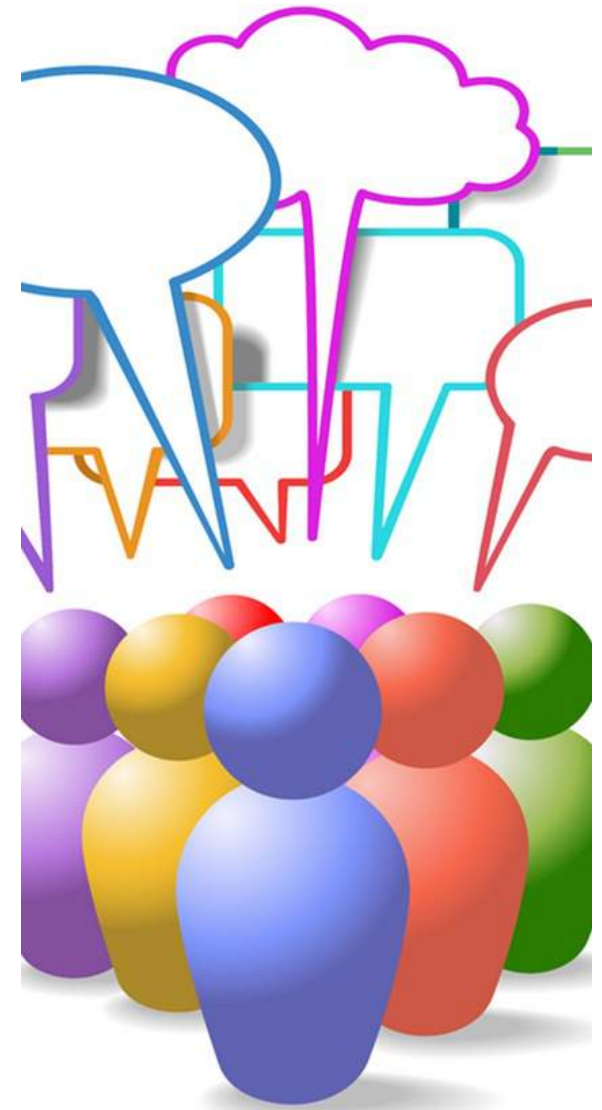
Team members tend to be more satisfied with their jobs and feel more empowered  
They develop a sense of mutual understanding  
Work becomes a personal priority, and they start showing up to work ready to make a change  
The overall productivity of the team tends to increase, as people spend more time fixing and less time discussing

## Cons

The leader may tend to rely too much on discussion and may let it get out of hand  
The process is time-consuming, and hence even a quick and straightforward decision may be delayed due to process  
The participants themselves may start misrepresenting facts to get their way as opposed to getting the best results

# Key Skills of a Democratic Leader

Can you add to the list of  
'pros' for this style?





# Pros and Cons of Pacesetter leaders

## **Pros**

High achievers

Orderly and structured

Open-minded to consider a faster workaround

Sets a frenzy of performance within the team

## **Cons**

Can overwhelm their teammates with too much rigor

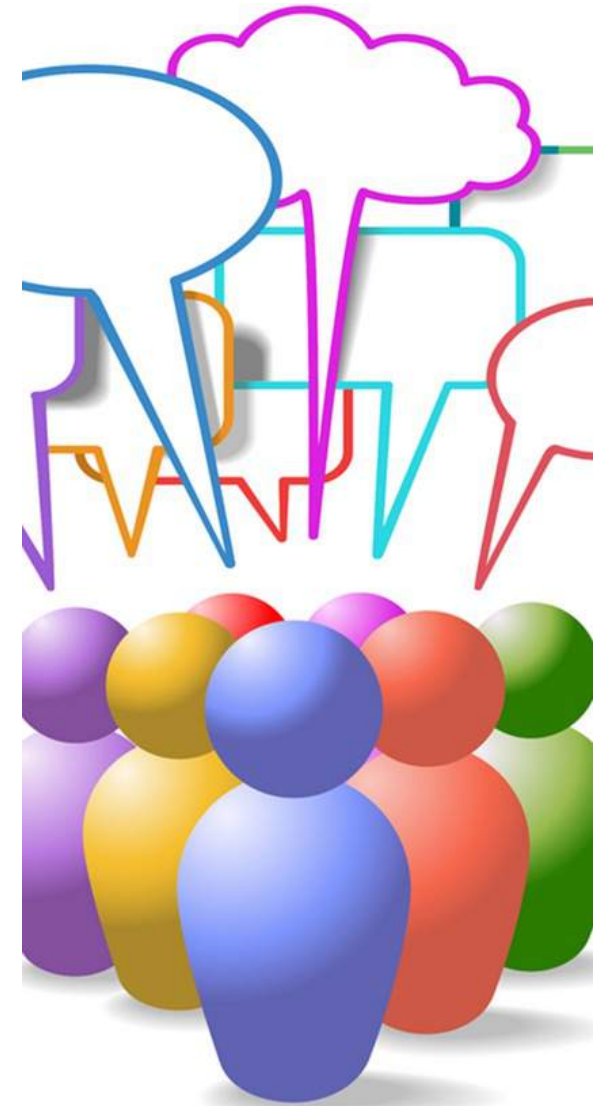
May come across as unempathetic

Tend to get authoritative if they cannot enforce their timelines

May interfere too much with people they see as laggards

# Key Skills of a Pacesetting Leader

Why do you think 'being unempathetic' is noted as a con?







# Pros and Cons of Commanding Leadership

The positives of using this style are the more considerable amount of control the leader gets to exercise over the collaborators. The autonomy that is provided to drive a change through conformity is nonetheless compelling, especially in times of trouble.

## **Pros**

Provides a sense of control to the leader

There's an effective increase in the short-term output of the team

Little friction in deciding a course of action as the leader holds ultimate authority

Prevents missteps in high-risk situations

## **Cons**

It is extremely demotivating

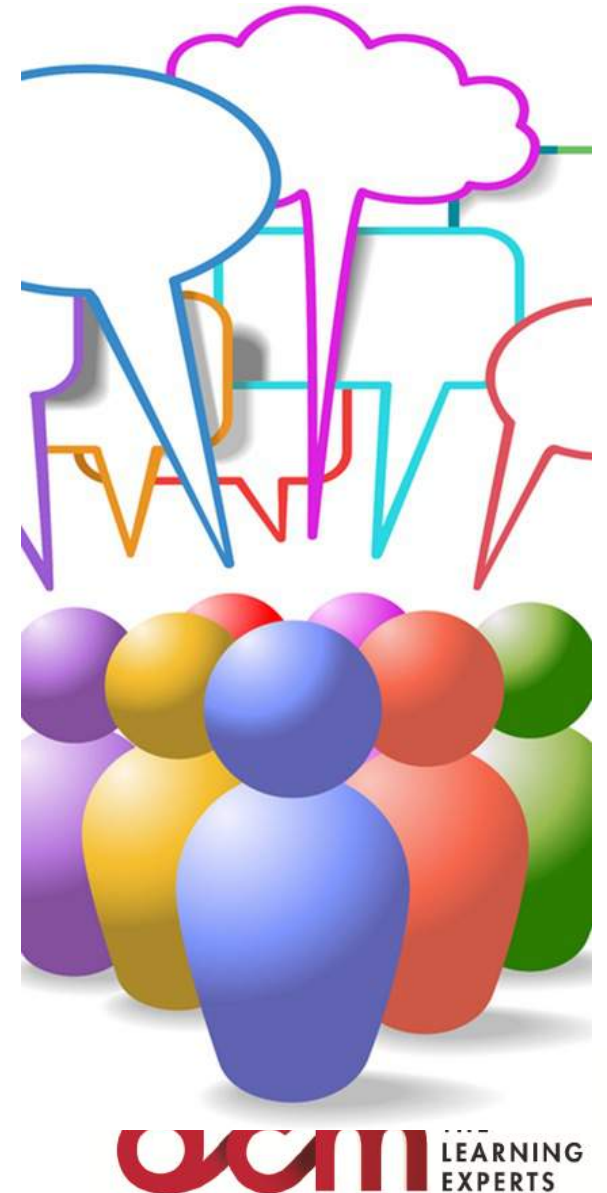
It is toxic and extremely inflexible towards employee predicaments and situations

Uses fear to motivate actions, which may result in employee attrition or defiance.

Kills any scope for originality and novel ideas within the team

# Key Skills of a Commanding Leader

Why is this style described as demotivating?



## The Leadership Styles in a Nutshell Daniel Goleman, "Primal Leadership"



### Visionary Leadership

**How it builds resonance:** Moves people toward shared dreams

**Impact on climate:** Most strongly positive

**When appropriate:** When changes require a new vision or when a clear direction is needed

### Coaching Leadership

**How it builds resonance:** Connects what a person wants with the organization's goals

**Impact on climate:** Highly positive

**When appropriate:** To help an employee improve performance by building long-term capabilities



### Affiliative Leadership

**How it builds resonance:** Creates harmony by connecting people to each other

**Impact on climate:** Positive

**When appropriate:** To heal rifts in a team, motivate during stressful times, or strengthen connections

### Democratic Leadership

**How it builds resonance:** Values people's input and gets commitment through participation

**Impact on climate:** Positive

**When appropriate:** To build buy-in or consensus, or to get valuable input from employees



### Pacesetter Leadership

**How it builds resonance:** Meet challenging and exciting goals

**Impact on climate:** Because too frequently poorly executed, often highly negative

**When appropriate:** To get high-quality results from a motivated and competent team

### Commanding Leadership

**How it builds resonance:** Soothes fear by giving clear direction in an emergency

**Impact on climate:** Because so often misused, highly negative

**When appropriate:** In a crisis, to kick-start a turnaround, or with problem employees



# Primal Leadership by Daniel Goleman, Richard Boyatzis, and Annie McKee

Infogram created by [www.upshotly.com](http://www.upshotly.com)

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# Key Skills

## Skills Good Leaders Need

### Strategic Thinking

Developing a vision of where you want to be.

### Planning & Delivery

Planning how to achieve your vision and dealing with challenges along the way.

### People Management

Finding the right people and motivating them to work towards your vision.

### Change Management

Recognising, responding and managing changes to your vision and plans.

### Communication

Working on the best ways to communicate your vision to others and listening to ideas.

### Persuasion & Influence

Encouraging others to help you achieve your vision by demonstrating its advantages.

Any others you'd add to this list?





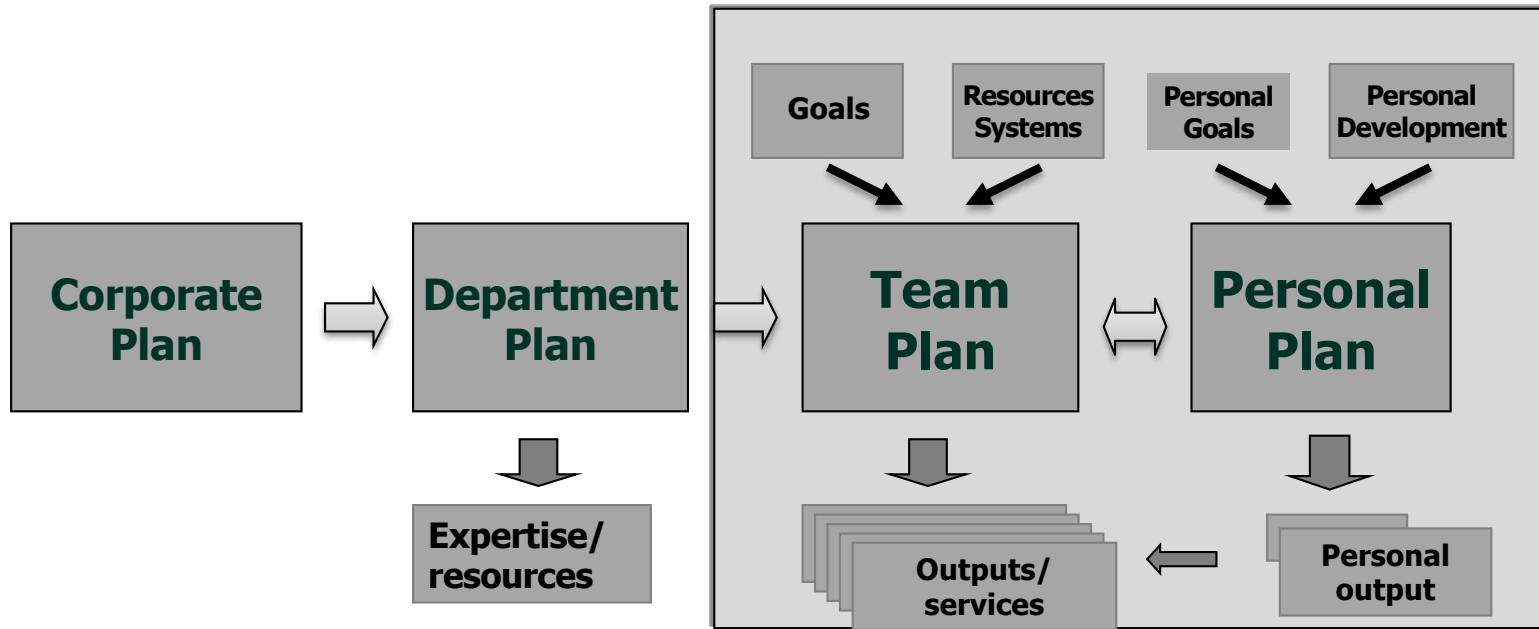
## Strategic Thinking

### **Show that you can initiate innovation and bring strategic change**

To be viewed as a strategic thinker, you must demonstrate that you can use your knowledge to put new ideas into action.

No matter your level, you can demonstrate strategic thinking by executing an innovative project that shows that your understanding extends beyond your current function.

# Planning and Delivery



# People Management



# Change Management Skills



John Kotter



# Communication

## LEADERSHIP = COMMUNICATION

### WHAT will you communicate?

- 🕒 Strategy changes and updates
- 🕒 S.M.A.R.T. Goals and Objectives
- 🕒 Timelines and Deadlines
- 🕒 Information Updates
- 🕒 Team-Building Programs

### WHO are your constituents?

- 🕒 Your Organization
  - 🕒 Leaders
  - 🕒 Colleagues
  - 🕒 Direct Reports
  - 🕒 Team Members
  - 🕒 Others
- 🕒 External Folks
  - 🕒 Customers
  - 🕒 Suppliers
  - 🕒 Vendors
  - 🕒 Outside Professionals

### HOW will you communicate?

- 🕒 In Person
- 🕒 Telephone / Conference Call
- 🕒 Online Meeting
- 🕒 Email
- 🕒 Social Media
- 🕒 Audio / Video tools

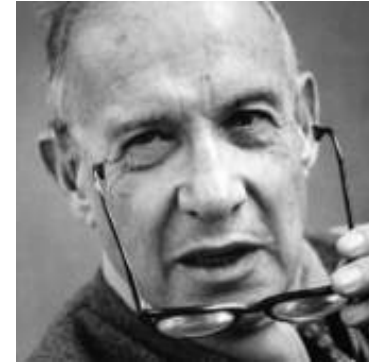
### WHEN will you communicate?

- 🕒 Daily
- 🕒 Weekly
- 🕒 Monthly
- 🕒 Quarterly

# Persuading and Influencing

<b>PERSUADING</b>	<b>INFLUENCING</b>	<b>NEGOTIATING</b>
<p>Focus on the needs of the other party.</p> <p>Argue your case with logic</p> <p>Use positive rather than negative language</p> <p>Subtly compliment the other party</p> <p>Mirroring the other person's mannerisms</p> <p>Try to remember the names of everyone you meet.</p>	<p>Being able to</p> <p><b>persuade</b> others</p> <p>and</p> <p><b>negotiate</b> to reach and agreement</p>	<p>Listen carefully</p> <p>Clarify issues</p> <p>Identify the key issues</p> <p>Understand any outside forces</p> <p>Keep calm</p> <p>Use both verbal and non-verbal persuasion skills</p> <p>Know when to compromise</p> <p>Distinguish between needs and interests</p> <p>Come to an agreement</p> <p>Summarised and written down</p>

*"Management is doing things right;  
leadership is doing the right things."  
– PeterDrucker*



*"Management is about arranging  
and telling. Leadership is about  
nurturing and enhancing." - Tom  
Peters*



**A leader is not a job or a title,  
but often an agent of change.**

# Summary & Recap

## Q&A

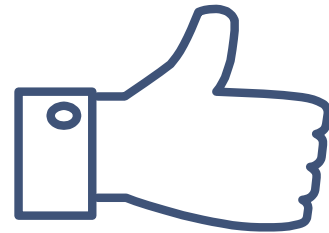






**GOOD BYE &  
GOOD LUCK!**





# THANKS!

Any questions?  
You can find me at  
**[karen@dcmlearning.ie](mailto:karen@dcmlearning.ie)**



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