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**The different leadership styles (Hay McBer)**

To be highly effective, leaders need all these six styles in their repertoire. Here are some tips on what they are and when to use them:

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|  | **Short Term** | **Long Term** |
| **Clarity** | Directive | Visionary |
| **People** | Affiliative | Participative |
| **Continuous Improvement** | Pace Setting | Coaching |

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| Directive Style |
| Primary Objective: Getting immediate compliance* Gives lots of directives
* Expects immediate employee compliance
* Controls tightly
* Relies on negative, corrective feedback
* Motivates by stating the negative consequences of noncompliance
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| Directive Style |
| Most effective:* In relatively straightforward tasks
* In a crisis
* When deviation will result in serious problems
* With problem employees (when all else has failed!)
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| Visionary Style |
| Primary Objective: Providing long-term direction and vision for employees* Develops and articulates a clear vision
* Solicits employee perspective on the vision
* Sees selling the vision as key
* Persuades employees by explaining the “whys” in terms of employees’ or the organisation’s long-term interest
* Sets standards and monitors performance in relation to the larger vision
* Uses a balance of positive and negative feedback to motivate
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| Visionary Style |
| Most effective:* When a new vision or clear direction is needed
* When the leader is perceived as the “expert”
* With new employees who depend on the leader for guidance
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| Affiliative Style |
| Primary Objective: Creating harmony* Is most concerned with promoting friendly interactions
* Places more emphasis on addressing employees’ personal needs than on goals and standards
* Pays attention to and cares for “the whole person”; stresses things that keep people “happy”
* Avoids performance-related confrontations
* Rewards personal characteristics more than job performance
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| Affiliative Style |
| Most effective:* When used as part of a repertoire of styles
* When giving personal help
* In getting diverse, conflicting groups to work together harmoniously
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| Participative Style |
| Primary Objective: Building commitment and generating new ideas* Invites employees to participate in the development of decisions
* Holds many meetings and listens to employees’ concerns
* Rewards adequate performance; rarely gives negative feedback
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| Participative Style |
| Most effective:* When employees are competent
* When employees must be coordinated vs... managed
* When a leader is unclear about the best approach
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| Pacesetting Style |
| Primary Objective: Accomplishing tasks to high standards of excellence* Leads by example
* Has high standards
* Is apprehensive about delegating
* Takes responsibility away if high performance is not forthcoming
* Has little sympathy for poor performance
* Rescues the situation
* Sees collaboration with others only as it impacts the task
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| Pacesetting Style |
| Most effective* When employees are highly motivated, competent, know their jobs
* In making the organisation move fast
* For developing employees who are similar to the leader
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| Coaching Style |
| Primary Objective: Supporting the long-term professional development of others* Helps employees identify their strengths/weaknesses
* Encourages employees to establish long-range development goals
* Reaches agreement with employees on mutual roles in development process
* Provides ongoing instruction as well as feedback
* May trade off immediate standards of performance
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| Coaching Style |
| Most effective:* When employees acknowledge a discrepancy in performance
* With employees who are motivated to seek professional development
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