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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 |