



Developing your
Leadership
Style Flexibility

Our people in our teams will all want something different from us when it comes to how we will support them to carry out their jobs. In our behaviours we will have some tried and tested practices that we have developed because they work for us, and we may rely on these to cover every situation. This can be viewed as your leadership style. This style of behaviour will be something that you are good at and is a strength, and yet if you play to this style and strength in every situation with your people it will become a weakness in some situations and be inappropriate. It is desirable to have a **flexible** leadership style that covers situations where we can provide direction, coaching, support to individuals and delegate effectively.

The background is a solid teal color with several large, semi-transparent, abstract shapes in a lighter shade of teal. These shapes include a large leaf-like form at the top, a curved shape at the bottom left, and a circle at the bottom right.

Leadership IS:

Listening

To what is not said as well as to what is said in your conversations with your people. Tones of voice, pauses in conversation, intakes of breath are all cues that may further encourage discussion.

Empathy

Take the time to 'step' into the other person's world and to understand where they are coming from and their perspective.

Appraising

Performance and providing feedback reinforcing good performance and providing re-direction if it is not as you desire. Check your leadership style is appropriate if tackling underperformance. Is it because of something you the leader has or has not done?

Directing style

Telling, teaching, showing, instructing, advising and more one way communication will be appropriate if someone is new to a task and does not have yet have competence.

Empowering

The goal in leading is to enable individuals to grow in confidence and competence so they gradually need less and less direction and input from the leader and take more responsibility for their results in their role.

Resources

Without the right resources we make it difficult for people to do an effective job. The leader provides plant, people, equipment, budget, time etc.

Supporting style

Asking questions, listening, requesting feedback on results and two way communication will be appropriate when helping individuals to build their confidence and in helping them to acknowledge and build upon their competence.

Help & coach

Individuals to be more flexible by developing their knowledge, understanding and skills by changing your leadership style to be less hands on and less controlling as they gain ability.

Identify

Spend time diagnosing what it is your individual needs from you at their development level. More direction / less direction? more support and confidence building and encouraging motivation?

Praise, praise, praise

When it is genuine and warranted.

“Feedback is the breakfast of champions!”

Ken Blanchard



Gill Main
Partnering 4 Performance

Listening

Empathy

Appraising

Directing style

Empowering

Resources

Supporting style

Help and coach

Identity

Praise, praise, praise

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