

Practical Leadership – 15.974

Class Four – Situational Leadership

- *Explore Leadership Types*
- *Journal Entries*
- *Situational Role Play*

Read:

- Goleman, Daniel. “Leadership that Gets Results.” Harvard Business Review, March-April 2000, pages 78-90.

AGENDA

Welcome

Insights from Distributed Leadership Assessment

Metaphor – how do you view the world? What is your role?
“all the world’s a stage and we are merely players...”
lion tamer, chemist, bull in china shop, movie director

How would you like to view the world?

Goleman

Journal entries

Role Plays

Next Week’s Assignment

Goleman, Daniel. "Leadership that Gets Results." Harvard Business Review, March-April 2000, pages 78-90.

Goleman has six styles: (LOOK AT TABLE)

Coercive – demands immediate compliance

Authoritative – mobilizes people to a vision

Affiliative – creates harmony and builds emotional bonds

Democratic – forges consensus through participation

Pacesetter – sets high standards for performance

Coaching – develops people for the future

These work best in different situations

Coercive – in a crisis, kick start a turnaround, problem employees. Are you ready to lead in an emergency (WTC, Anthrax, harassing law suits)

Authoritative – when changes require new vision, when clear direction is needed – THIS SHOULD BE YOUR DEFAULT MODE.

Affiliative – to heal rifts in a team, motivate others during stressful times Democratic – build buy-in or consensus, get input from valuable employee

Pacesetter – get quick results from highly motivated and competent team –

Coaching – help employee improve or develop long-term strengths. Succession planning. "Bus test."

LIMITATIONS

Coercive – only good for short emergency (but is necessary then) – otherwise too damaging to morale and team work. May alienate the staff. "Holding their feet to the fire" is not effective over the longer term.

Authoritative – too pompous/out of touch if all are experts. May seem overbearing depending on situation – especially if undermines egalitarian team

Affiliative -- may result in the staff working under their capacity, not having a sense of urgency. The internal focus on working well together does not always translate into a focus drive to respond to the customer.

Democratic – takes too long in emergency. Can take "too long" if criteria for success has a specific time frame. Doesn't work if staff not qualified to offer sound advice.

Pacesetter – employees can be overwhelmed by demands for excellence (serious morale drop). May reduce initiative – employees just do as leader does. Can get great results from highly motivated team of experts. Hard to sustain for long. After a while results in burn-out.

Coaching – doesn't work if employees are not interested in being coached (generally or from you). Or if leader doesn't have requisite expertise. Can be a de-motivator for those NOT being coached if they dislike feeling ignored. Can back-fire if those chosen to be coached rebel against what they perceive as unwelcome scrutiny.

Other versions:

Leadership Roles:

Kets de Vries, Manfred and Florent-Treacy, Elizabeth. The New Global Leaders: Richard Branson, Percy Barnevik and David Simon. San Francisco: Jossey-Bass, 1999. Page xii

Change-agent, cheerleader, coach, teacher, mentor, integrator.

Halpern, Belle Linda and Lubar, Kathy. Leadership Presence: Dramatic Techniques to reach Out, Motivate and Inspire. New York: Gotham Books, 2003. pages 63, 72-75

