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The Impact of a Leader's Style

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“To an extent, leadership is like beauty; it’s hard to define, but you know it when you see it.”

Warren Bennis

LEADERSHIP

Leaders create loyalty and commitment to the organization’s vision. Leadership is accomplished through attitudes and behaviors rather than through specific skill sets. Leaders serve the organization and the people in it. Great leaders recognize that the way you conduct yourself is the most you can expect from your followers.

What are the personal qualities and behaviors you expect to see in leaders?

- 1.
- 2.
- 3.
- 4.
- 5.

Differences between management and leadership:

- The manager administers; the leader innovates
- The manager focuses on systems and structure; **the leader focuses on people**
- The manager relies on control; **the leader inspires trust**
- The manager has a short-term view; the leader has a long-range perspective
- The manager asks how and when; the leader asks why and why
- The manager imitates, the leader originates
- The manager accepts the status quo; the leader challenges it
- The manager is the classic good soldier; **the leader is his/her own person**
- The manager does things right; **the leader does the right thing**

Goleman's Six Leadership Styles

Style	Purpose	In a phrase	When it works best	Culture Orientation
<i>Commanding</i>	Gains compliance; obedience	<i>Do what I tell you to do!</i>		
<i>Visionary</i>	Mobilizes people toward a vision	<i>Come with me.</i>		
<i>Affiliative</i>	Creates harmony and builds emotional bonds	<i>People come first.</i>		
<i>Democratic</i>	Forges consensus through participation	<i>What do you think?</i>		
<i>Pacesetting</i>	Sets high standards for performance	<i>Do as I do, now!</i>		
<i>Coaching</i>	Develops people for the future	<i>Try this.</i>		

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83

Commanding

The commanding leader demands immediate compliance. If this style were summed up in one phrase, it would be "Do what I tell you to do." This mostly coercive style is most effective in times of crisis, such as in an organizational turnaround or a takeover attempt, or during an actual emergency like a tornado or a fire. This style can also help control problem people when everything else has failed. However, it should be avoided in almost every other case because it can alienate people and stifle flexibility and inventiveness.

Visionary

The visionary leader mobilizes the organization toward a common vision and focuses on end goals. If this style were summed up in one phrase, it would be "Come with me." The visionary style works best when a new vision or clear direction is needed. Visionary leaders inspire an entrepreneurial spirit and vibrant enthusiasm for the mission. It may not be the best fit when the leader is working with a group of experts who know more than him or her.

Affiliative

The affiliative leader works to create emotional bonds that bring a feeling of belonging to the organization. If this style were summed up in one phrase, it would be "People come first." The affiliative style works best in times of stress, when employees need to heal from a trauma, or when the organization needs to rebuild trust. This style should not be used exclusively, because a sole reliance on praise and nurturing can foster mediocre performance and a lack of direction.

Democratic

The democratic leader builds consensus through participation. If this style were summed up in one phrase, it would be "What do you think?" The democratic style is most effective when the leader needs the group to buy into or have ownership of a decision, plan, or goal, or if he or she is uncertain and needs fresh ideas from qualified employees. It may not be the best choice in an emergency situation when employees are not skilled enough to offer sufficient guidance to the leader.

Pacesetting

The pacesetter leader expects and models excellence and self-direction. If this style were summed up in one phrase, it would be "Do as I do, now." The pacesetter style works best when the group is already motivated and skilled, and the leader needs quick results. Used extensively, however, this style can overwhelm and squelch innovation.

Coaching

The coaching leader develops people for the future. If this style were summed up in one phrase, it would be "Try this." The coaching style works best when the leader wants to help employees build lasting personal strengths that make them more successful overall. It is least effective when employees are defiant and unwilling to change or learn, or if time is of the essence.

Leadership Skills – A Review

A few “key” leadership skills:

- Having a clear vision/mission and being able to communicate that
- Engaging employees/citizens and listening to their ideas
- Demonstrating respect and common courtesy
- Establishing and maintaining trust
- Promoting stewardship and community-building through shared values and beliefs
- Being aware and taking action

Leading the Different Generations in the Workplace

➤ Baby Boomers	Born 1946-1964
➤ Generation X	Born 1965-1980
➤ Y or Millennials	Born 1981-1995
➤ Z or 2 nd Wave Millennials	Born 1996 or after

Caveats

- Not everyone fits the “stereotypes”
- Late Baby Boomers may be more like Gen Xers and so on
- We have more in common than differences

Baby Boomers Values and Experiences that Shaped their Lives

- Optimism
- “Traditional” families
- Team Orientation
- Loyalty
- Personal Gratification
- Involvement
- Personal Growth
- Buy now, pay later

Generation X Values and Experiences that Shaped their Lives

- Diversity
- Techno Literacy
- Fun & Informality
- Self-Reliance/Autonomy
- Pragmatism
- Latch Key Kids
- Money cautious....save-save
- Education is a way to get there

Millennials and 2nd wave Millennials Values and Experiences that Shaped their Lives

- Optimistic
- Civic Duty
- Confident
- Achievement Oriented
- Merged families
- “Helicopter” parents (2nd wave millennials)
- Everybody gets a trophy
- Respect for Diversity
- Technology - Whenever I want it I can push & click
- Social Media (2nd wave millennials)
- Instant information (2nd wave millennials)
- Earn money to spend it

Generation	<i>Leadership Style</i>	<i>Interaction</i>	<i>Communications</i>	<i>Motivators</i>
Baby Boomers		Team player; meetings	In person; face-to-face	Title; security; being valued
Generation X		Entrepreneurial	Direct; immediate (email; voice mail)	Freedom; work/life balance
Millennials		Participative	Cell phone; texting	Meaningful work; work with bright and creative people
2 nd Wave		Act as customers	Social media; sharing	Immediate rewards and feedback

Tips for Managing and Leading Millennials and 2nd Wavers

- **Come to an agreement about phones** - If you are just curious about what someone is doing on the phone, then just ask them. They may even be studying. If it is really bothering you then just tell them and explain why; they will respect that, though they may not agree.
- **Provide explanations** - If they ask for an explanation, don't take offense to it, they are just curious. Give them feedback about their actions and how they can do better as well. To millennials, the "why" is more important than the "what".
- **Teach the traditions** - Lead by example. Show and tell them why you hold to a certain tradition and why it's important. (See above)
- **Respect work/life balance** - Don't get upset if they don't jump at the chance to work overtime. They have busy lives and like to be with their families and friends. Most of this generation likes to come in and help out at work, it is just not their number one priority.
- **Assign responsibility** - Give them a project to do. Start small and see how they do with it. If it's a job well done then give them bigger projects.
- **Have "veteran" mentor them** – Research shows that millennials are much more influenced by peers than others. Having a more experienced co-worker (preferably a millennial) show rookies the ropes may be more impactful. Have them work on projects with more experienced staff.