

LEADERSHIP STYLES

The lesson uses an adapted article titled “7 Leadership Styles to Master” by Marcel Tit

1 PICTURE ROUND

Task 1: Discuss what is happening in each picture.



1. _____ 2. _____



3. _____ 4. _____



5. _____ 6. _____

Task 2: Discuss how leadership is needed, and shown in each of the pictures.

- a. Share personal experiences of when you have experienced strong leadership.

2 HOW SHOULD A LEADER BEHAVE?

Task 1: Read the statements below regarding how a leader should behave.

a. Be available at all hours to give advice and guidance.

b. Work longer hours than their team.

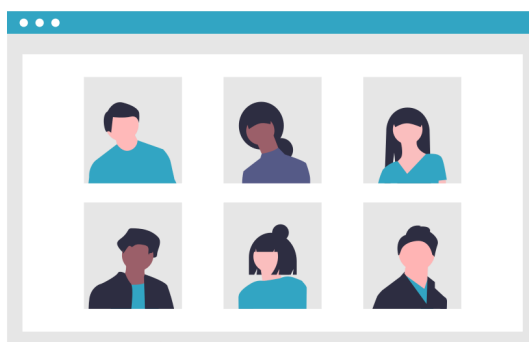
c. Leaders should not socialise with their team members out of work.

d. Give honest, professional feedback at appropriate times.

e. Give employees freedom to be creative.

f. Enforce strict deadlines, with punishments for failing.

Task 2: Decide if you agree or disagree with each statement. Explain your reasoning.



3 LEADERSHIP TRAITS

Task 1: Match the leadership qualities from the box to the correct quote.

Decisive	Attention to detail	Personable
Creative	Hands on approach	Communicative

- "For me, her strongest attribute is her attentiveness. She has a plan for every eventuality, which is great because it means we are always fully prepared." **Attention to detail.**
- "My manager is great at assessing situations, and then, based on all the available information, he always chooses the best thing to do next." **Decisive.**
- "The CEO at my company has great social skills; he can form relationships with even the most difficult of customers." **Personable.**
- "He gets involved with all of our projects, I've even seen him in the factory loading a truck. It's great because it shows that he cares and is willing to go the extra mile." **Hands-on approach.**
- "Working with my manager is exciting because every day is different. She is always thinking outside the box and trying to find solutions to complex problems." **Creative**
- "I always know where I stand with my boss. She is great at conveying her thoughts, as we have regular meetings where she gives me a clear direction." **Communication**

Task 2: Discuss the following questions as a class.

- Which of the leadership qualities discussed do you regard as the most important?
- Have you worked for any leaders that possess these qualities? Give examples.
- Do you believe the leaders at your company lack creativity? Explain.
- Could having 'a hands on approach' be perceived as a negative leadership trait?
- Discuss the importance of communication in leadership.
- Do you think these leadership qualities come to a person naturally? Discuss.



4 LEADERSHIP TRAITS: PART 2

Task 1: Read the positive adjectives below that can be used to describe strong leaders.

- Considerate - Diplomatic - Logical - Organised
- Loyal - Decisive - Supportive - Competent

Task 2: Can you create the opposite meanings of each word from task 1?

- Use the following *prefixes*; *in-* *un-* *il-* *dis-*

a. **In**considerate.

b. **Dis**loyal.

c. **Un**diplomatic.

d. **In**decisive.

e. **Il**logical.

f. **Un**supportive.

g. **Dis**organised.

h. **In**competent.

Task 3: Discuss the following questions as a class.

- a. Have you worked with any leaders who possessed any of these negative traits? If yes, describe how they showed them.
- b. Discuss the consequences that can occur when leaders possess each of the negative leadership traits.
- c. Do you believe a leader with negative qualities can improve?
- d. Do you think it is necessary for all companies to provide leadership training?



4 SEVEN LEADERSHIP STYLES TO MASTER

Task 1: Read the article, then complete the exercises on the following page.

Authoritarian. This style is the most controlling of them all. There is only one authority figure, who makes all the decisions and expects obedience. Employees gradually lose their confidence, until they are reluctant to take any responsibility. Staff working under this style are punished for any change from the norm. However, there are two cases when this style works: during a crisis or with a workforce that is either new, unskilled, or unmotivated.

Visionary. This style provides guidance towards a shared vision that resonates with all employees. Visionary leaders motivate their teams by showing them how their work fits into the company's goals and strategy. As a result, expectations are clear, and team members are given plenty of freedom to come up with their own solutions as long as they contribute to the overall vision.

Affiliative. The focus is on building relationships; either between the team members specifically, or between team members and the leaders. The idea is simple: create a sense of belonging through positive feedback, producing loyalty in return. Team members are comfortable so communication is better. However, because people come first, there's less emphasis on results since everyone receives the same treatment regardless, this troubles those who invest many hours and take pride in their work.

Coaching. The leader considers the team's professional development as the main objective. They focus on finding the team's strengths and weaknesses, then

joining their personal goals with the company's. Just like a coach, a leader takes time from their personal agenda to help others in their endeavours. They give constructive feedback, challenges or new responsibilities to motivate their trainees. This means they're willing to ignore short term failures, as long as the team learns and improves as a result. This style is not used often, due to the time that it requires to mentor.

Democratic. The team is encouraged to express their thoughts, while the leader approves the final decision. In theory, this style benefits both sides. On one hand, employees actively participate in the decision making process, therefore they are more realistic in terms of what can be achieved. And, on the other hand, leaders have an engaged team that brings a new set of ideas. Beneficial as it may be, this style lacks speed, since agreement can be delayed due to having many ineffective meetings.

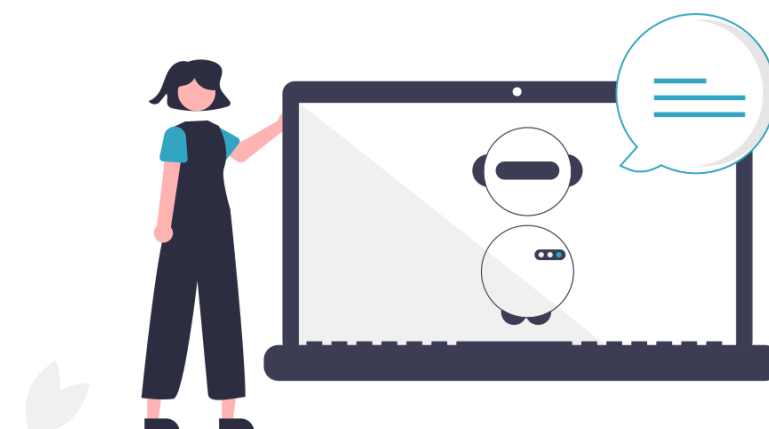
Laissez-Faire. This style of leadership allows employees to do what they want, with no interference from management. This approach is common in high-growth startups, creative businesses, and those with a flat hierarchy. This laid-back style allows teams to fully manage themselves, which can lead to an increased level of innovation and creativity. Leaders might intervene when things go awry or when requested, but usually they trust their expert teams to make decisions and solve minor issues on their own. This style only works with a mature, self-motivated, and highly skilled team.

Task 2: Find the words from the article.

1. compliance with an order, request, submission to authority (*noun*. P 1). **obedience**
2. to produce a positive feeling, emotional response, or opinion (*verb*. P 2) **resonates**
3. an attempt to achieve a goal (*noun*. P 4) **endeavour**
4. not producing the desired or intended result. (*adjective*. P 5) **ineffective**
5. a system where people are ranked according to authority (*noun*. P 6) **hierarchy**

Task 3: Discuss the following questions as a class.

- a. Which leadership style is characterised by a single leader making all decisions and expecting obedience from employees?
- b. In what situations does the authoritarian leadership style work effectively?
- c. How does the visionary leadership style motivate and guide teams?
- d. What is the key focus of the affiliative leadership style, and how does it impact team dynamics?
- e. What does the coaching leadership style prioritise, and how does it contribute to team development?
- f. Describe the democratic leadership style and its benefits, as well as a potential drawback.
- g. In what types of organisations or scenarios is the laissez-faire leadership style commonly observed?
- h. What kind of team is most suitable for the laissez-faire leadership style, and under what conditions does it work effectively?
- i. Which style is most suited to your industry?
- j. Have you worked with leaders that have any of the styles from the article? Share your experiences with the class.



5 LEADERSHIP SCENARIOS

Task: How would you manage each situation? Follow the instructions.

1. Read each scenario and choose one of the options.
2. Explain your reasoning.
3. Decide which leadership style from exercise 4 your response is linked to.

After multiple warnings, a member of your team continues to make the same mistake.

- Fire him; your job is to do what's best for the company.
- Offer more training, your job is to ensure the long term development of your team.
- Demote the employee to a lower ranking role.

Your team has missed the sales target for two consecutive quarters.

- Call an emergency team meeting to find a solution together.
- Ask each team member to create their own development plan.
- Find the cause and solution yourself, as you are the leader.

An employee constantly questions your decisions and the company's strategy in public.

- You consider it a personal attack on your authority, so you punish him.
- He is just trying to get results for the company, so you encourage his behaviour.
- You arrange a private weekly meeting so you can discuss things together in detail.

You are hired by a well-established organisation, and you want to make big changes.

- Take the first few weeks to analyse the current internal processes before acting.
- Instantly make the changes to show you are a serious and proactive leader.
- Speak to senior staff to get them on your side, then make changes.

Your good friend has just been employed to work at the same company as you. He works in a different department, but two weeks into his job, he is causing problems because of his incompetence.

- Distance yourself from your friend; don't get involved, as it's not your problem.
- Speak to your friend and offer advice.
- Call a meeting with everybody who is involved to clear the air.



6 HOW DO LEADERS MOTIVATE THEIR EMPLOYEES?

Task 1: How do leaders motivate their staff?

- Study the options below, then answer the questions.

a. Continuous feedback.

b. Provide promotion opportunities.

c. Monetary bonuses.

d. More responsibility in my current position.

e. Regular training.

f. Non-monetary bonuses, e.g. extra days of holiday.

Task 2: Discuss the following questions as a class.

1. Which of the options would you find most motivating?
2. Which of the options are currently available at your workplace?
3. Describe the advantages and disadvantages of each point.
4. Can you think of any other ways to motivate staff?
5. Discuss the importance of self-motivation in order to achieve success.
6. How can leaders encourage self-motivation?



HOMework

1 LEADERSHIP IDIOMS

Task 1: Complete the idiom by choosing the correct option.

1. Think outside the **box**.
a. box b. bag
2. Take the bull by the **horns**.
a. tail b. horns
3. Go the extra **mile**.
a. mile b. metre
4. Keep one's eye on the **ball**.
a. ball b. pie
5. Stay ahead of the **pack**.
a. cars b. pack



Task 2: Match the idioms above to the definitions.

1. to make an extra effort. **Go the extra mile.**
2. act decisively in a difficult or unpleasant situation. **Take the bull by the horns.**
3. to stay alert and pay close attention. **Keep one's eye on the ball.**
4. think in an original or creative way. **Think outside the box.**
5. to be consistently more successful, productive than others. **Stay ahead of the pack.**

Task 3: Write detailed answers to the following questions.

- a. Do you believe that every successful leader needs to **think outside the box**? Why?
- b. Describe a time when you **took the bull by the horns**.
- c. Describe a time when a leader **went the extra mile** to help your team.
- d. Describe a situation where it is important to **keep your eye on the ball**.
- e. How does your company ensure that it **stays ahead of the pack**?