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## Four leadership styles worksheet

Thank you for your participation! © iStockphotoJacob\_Ammenortop\_LundDo you want to be in control or trust your crew? When we first lead, we may adopt a style of leadership that we have experienced from someone else, or heard or read. If it seems to work, we will likely stick with it - in effect, it will become our style. But we have a lot of approaches at our disposal and a good leader is able to adapt his style according to the situation and the people involved. This quiz will help you to identify the style that you naturally lean towards, and introduce you to alternative approaches that you may find useful for development, and occasions when they may be appropriate. We have our questions based on psychologist Kurt Lewine's leadership styles framework - a model developed in the 1930s that is still popular and useful today. What's your leadership style? Instructions for each question, complete the statement by selecting one of three options A, B or C. Please respond according to how you behave in reality, rather than how you think you should behave. Once you have finished, please click the Calculate my total button at the bottom of the test, and continue to read the tips that follow. Score a comment 12-20 you usually adopt an authoritarian or authoritarian leadership style. You rarely consult your team members and instead tend to tell them what you want, when you want it, and how you want it to be done. This style works well in a crisis, when a job needs to be completed quickly. However, you are likely to demoralise, demoralise and aggravate people if you use it all the time. This can translate into high absentee rates and turnover. You also miss out on a wealth of ideas, thereby stifle innovation and creativity. Read more below. 21-27 You lean toward a democratic or participatory style of leadership. You tend to set parameters for work and say the final in the decision, but you actively include your team members in the process. This style can create trust between you and your people, as they will likely feel engagement and value. But in a high-pressure situation that requires a quick turnaround it's not great, because it will slow you. And if they loathe disagreements or conflicts, you may struggle with how people respond to advice. Read more below. 28-36 Default leadership style you're probably delegating or laissez faire. You rein free your team members on how they work towards their goals. This is an ideal approach when your people are highly skilled and motivated, and when you are working with contractors and freelance workers that you trust. But if a team member is inexperienced or unreliable, or if you lose an eye on what's going on, this approach can fire catastrophically. Read more below. Do you believe you can adapt your style? Harvard Professor Ron Helfts and leadership experts David Roque and William Thorbert say you can. So let's look more deeply. Lewine's leadership styles, their strengths and risks, and how you might be more skillful in using them. Authoritarianism, authoritarian leadership this approach is useful when your team needs to follow a process to letter, to manage a significant risk. It is also effective when you need to get hands-on with people who miss the deadline, rely on departments where conflict is an issue, or on teams that are being made in quick decision making. But you have to be aware that relying on controls and penalties to maintain standards will most likely destroy people. Similarly, if you always demand that your team work at high speed, you can end up frustrating everyone. Instead, you can show respect for team members by providing logic for your decisions. And they are likely to comply with your expectations if you have trouble explaining why there are rules. You can improve your ability to lead from the front by planning for crisis, thinking on your feet, and making good decisions under pressure. But be sure to balance these skills with awareness of their potential negative impact on creativity, gathering ideas, motivation, and trust within the team. Being too authoritarian can also mean that you find it hard to stand out from the details and take a wider, more strategic look. Have you achieved your leadership role thanks to your technical expertise? If so, you are likely accustomed to getting things right, adding value, and having people's respect. But your soft skills may be lacking, so don't be afraid to listen and collaborate more. Democratic leadership, participatory with this approach, you set goals, you lead team discussions and you make the final decision. But you also acknowledge that your people can have valuable insights into a problem or process, so you actively consult with them. As a result, you will most likely gain creative input and new ideas that you would not have come to if you worked alone. You may be wondering how to manage different opinions on the team, when you invite participation in this way. Your goal is to build a culture where people can have healthy discussions with each other. So: Be aware that processes can slow down dangerously if you involve your team members in any decision. You have to judge carefully whether you need to adopt a more authoritarian approach, even if it is only briefly. The Delegating, Laissez Faire Leader Laissez faire is a French phrase adopted into English that means, Let (people) do (as they choose). The policy describes leaving positions to run its course, without interference. By adopting this leadership style, you empower your team to make decisions and organize its own processes, with little or no guidance. The danger of this approach is that if your people have low motivation or poor skills, situations can collapse into chaos. It can work, however, if they are experienced, knowledgeable, confident, creative, and driven, or if the deadlines are flexible and processes are No doubt, though, that as leader you will still be held accountable for the outcome! So you may want to organize team decision-making processes to support your people while you hand off approach. Just be sure to delegate the right task to the right person, because a mismatch can mean the whole team fails. Avoiding becoming too remote, even with a team with high performances, is very autonomous. Change can occur at any time in the business, so the requirements of your organization for your team may change after your initial brief. If this happens, stay in touch with your people, and communicate clearly and promptly. Remember, you can provide your support without becoming a micromanager! Consistently excellent and long-term teams tend to be transformational leaders. These leaders have high expectations for, and set a good example to, their people. And they inspired them to achieve seemingly impossible. We all tend towards one leadership style over another, according to our personal preferences, abilities, role models, and more. But one approach is not tailored to all scenarios: some situations and people demand a quick, firm, top-down approach, while others flourish with shared responsibilities and freedom to plan, make decisions and act. You and your team will likely do better if you develop a wide set of styles to apply as appropriate. Kurt Lewine's model expresses this range of styles in relatively simple languages, from authoritarian or authoritarian, through Democratic or participatory, to Delegating or Laissez Faire. Transformational leadership is the best approach for most situations. This self-test is just one of a large set that will help you assess your abilities across a wide range of important career skills. For other self-help, see our self-test section. Skillful leadership requires a lot of things. Among them is being aware of their leadership style - and how it affects other people. Knowing your style, and adjusting it to fit the needs of the situation, helps build trust. The tool describes four leadership styles in detail. Don't you have time to read a blog? Download PDF. Each starting point table has a natural leadership style that matches your communication style. Research has shown that people have four different ways to see the world and therefore four different ways to communicate and communicate. There are four basic communication styles: director, expressive, think-minded, and harmonizer. Each style has its own approach to leadership, problem solving, decision-making, management, and conflict resolution. To determine your communication style, do the Straight Talk! survey and discover whether you're an administrator, express, thinker or harmonizer. Interpreting your results when you review direct discussion, you discover where you fit in the matrix of the following communication styles. Each of the four quartets reflects one of the four base styles. For example, if you're a persuasive, dictator, Or the initiator is your manager's basic communication style. If you're a charmer, entertainer, diplomat or socializer, then your basic style is expresser, as shown below. A few notes on communication styles: We tend to favor two styles over others, but the ability to use any style. Your combination determines how you communicate. It is especially important to understand your initial style that you often use. No style is the best overall, but some fit better in terms of situationality. We don't want to use this as recruitment/recruitment tools as they don't measure skill, experience, or knowledge. We don't want to use these to pigeonhole a person-oh... You have to be a think-in-mind because you work in accounting. Leadership styles: Strengths and weaknesses when you discover your communication style, reference to the chart below for the corresponding leadership style: The goal-oriented emphasis on the bottom line makes quick decisions willing to take risks to pursue big challenges, risky makes sudden decisions of lack of esprit de corps lack of idea-oriented communication emphasis on entertaining people, Fun wanting to take the risks of many ideas, objectives lack of clear priorities difficulty by pursuing through hard to get reality commitment and process-oriented emphasis on the exact validity of academic stress many quality linear thinking control tends to risk the desire to miss deadlines may not focus on the big relationship-oriented image emphasizing the fun team, warm, friendly faithful due to avoiding conflict, changes make decisions slowly about the goal not clear. Objectives Tend to Bureaucracy Image Download - Leadership Styles: Strengths and Weaknesses Of Assumptions Every Leadership Style Makes Assumptions About Others Because of the Way That Style Processes and Interprets Information. People don't see the big picture. People don't end up long enough, people aren't decisive, people take a lot of time, people shouldn't waste their time talking about their feelings. People aren't creative enough. People need to say what's really on their minds, people don't focus enough on detail. People don't care if things are done properly, people don't understand what's involved. People don't understand how to do things here, people aren't sensitive enough to other people's feelings. People don't give us enough time to do things, people don't value small talk. People argue too much. Image Download - Leadership Styles: Check out the Circle Assumptions tool to guide difficult conversations. Correcting effective leaders will change your leadership style depending on the needs of your organizations. At times they are force and instructions. At other times they are empathetic and compassionate. In the box below it looks like some typical management challenges along with the best leadership style suited to it. A team is facing a crisis. Manager The team lacks creative spark. Team Expresser A lacks trust and cohesion. Harmonizer A team must solve a hard problem Matt thought image download - leadership style: best style for team leadership style situation: leading groups as a leader, you have to try to help a group move towards a balanced style of communication. For example, if a group is paralyzed by indecision, then a commanding style moves them. If a group acts very quickly, then the style of liberation or care is appropriate. Here are four types of groups - again using the Straight Talk model - and the behaviors that normally accompany each group: the action is better than passivity, we need to act faster - we have to reward bold decisions. Every idea is worth considering. People should be willing to try anything once, we have to reward creativity. Analysis can solve any problem. There's a right way to do things - and a wrong way. We reward people who do things the right way. Good relationships are essential to our success. People should not argue, but seek to understand it, we have to reward people who work well together. Image Download - Leadership Style: Sports Team Style 1 reflects on the 2-3 decisions you made that don't work well. Then reflect on your leadership style. Think about the real situation and remember how you've performed. What could you do differently? There is no right or wrong answer. However, your assessment will help you develop your leadership skills. Managers' approach to management as someone whose primary style is manager, you are at your best when boiling a complex situation to a few key targets. You have that big picture perspective that enables you to see what others can't - what needs to be done, by when, and by whom. But you like to spend a lot of time in detail, so your planning efforts may fall short when it comes to real performances. Directors tend to want to control things. So delirio can be a challenge! When they delegate a job, managers tend to assume that other people will do the job quickly and efficiently. But that's not necessarily the case. Managers need to practice checking in, making sure people have the resources they need, answering questions, weighing priorities, and monitoring progress. Directors excel at setting big, bold goals. They can be inspiring and charismatic. But they can also be deemed insensitive. Directors need to warm up their style so that people are more successful. Time to ask questions, casual chit-chat, and invite other people's input. As a director, you will be tempted to come in and take control of a project that Off-course. Try to avoid dramatic actions that makes everyone feel confused and kind. You can prevent management binges by planning carefully and communicating in a sensitive way. As a manager, your approach to time management is to try to do everything now. You see time as a rare commodity, always in short supply. You tend to impose short deadlines, not allowing enough room for unexpected changes. You also tend to view deadlines as strict and fixed rules. So when a project loses its deadline, ask questions before doing so or say something you will regret later. The key for you is to caroke enough time to engage everyone in planning. By engaging others, you will gain valuable purchases in. You will also set out more realistic plans for yourself and others. The director's approach to conflict with other directors: it's natural that you head to but with other directors, since you force both characters, focused on your agenda and tasks at hand. You should take the time to state your case, cite supporting evidence, and then ask good questions, keep an open mind until all the evidence is on. Directors tend to jump to conclusions, and you may find your surprise that you completely misinterpreted each other! It's important that directors give enough time to listen, ask questions aside and clarify your assumptions. In talking to another director, remember to stretch all your cards on the table. Directors prefer straight and straight communication. They prefer to decide now, rather than engaging in long and long negotiations. With Expressers: In a stressful situation, directors should let expressers get their emotions out. Avoid your first thought, which is shortening the conversation. Let Expresser talk to him, then help Expresser organize his thoughts. Use your skill in seeing the big picture to take away the express view of the situation. Help him examine the long-term consequences. Remember, the expresser wants to open you, so be patient. Directors should remember not to assume expresser has set their priorities. The expresser may seem to know what's most important when in fact he's still trying to assess the situation. Again, by clarifying the situation for Expresser, you can become an ally. With thinking: The main source of conflict for the two is time management. The director wants things done right now, and the think-up wants things done right, normally, the director will say, We need this by Friday. When the thinker objects, the director listens with only half an ear. The thinker will be reluctant to push further because of the director's apparent lack of patience. When a conflict comes into existence, managers have to be careful in handling it. Both of you can be stubborn - you don't want to cross the line to an unacceptable level of conflict. Put aside a time when you two can take what went wrong and reach clear agreements, the steps you want to take. The lack of time investing in understanding what went wrong will leave the arrogant with a clear impression that you don't really care about the process - or the outcome - and can't be trusted in the future. With harmonizers: Directors should examine their willingness to be blunt and direct when dealing with harmonizers' stressful situations. Start a conversation with some small, rather conversations while working with the harmonizer. Take the time to build your relationship if you have bad news, emphasize your sensitivity to the situation, empathetic. Make sure you have a moment to choose which harmonizer has plenty of privacy where to react and plenty of time to discuss your thoughts on what needs to be done. Expressers' approach to management as someone who is the express's primary style, you excel at the intellectual storm. You like to imagine possible scenarios and find bold and creative solutions. You can dazzle people with their ability to think on their feet. But if none of your ideas caught fire, you might get frustrated and turn to something else instead. Expressers are not natural project managers. They prefer to wait it rather than take the time to plan carefully what resources are needed or who is best for the job. To be more effective, the expresser must commit to a certain set of results and deadlines. By writing a detailed draft of a project, Expresser can learn to translate his ideas and develop the final set of specifications. Putting the project into words also forced a certain level of logical analysis - a valuable exercise for express. When projects panic, the natural enthusiasm of expressers and optimism may blind them to the damage done. They may need to seek counsel from others to understand the full impact of a situation. By focusing on complete ramifications, Expresser can set the stage for finding a successful resolution. Expresser's approach to conflict with other expressers: Expressers want to express themselves. Therefore, conflicts can normally be avoided by listening and understanding and giving people equal speaking time. For example, at the Expressers meeting, it should emphasize the need to balance listening with favor. Make it a ground rule. This will set the stage for a productive session. Another source of conflict surrounds commitments. Expressers tend to make vague commitments and consider deadlines flexible. People are most likely to be disappointed with expresser's lack of follow-up. A good rule of course is that expressers force themselves to make written agreements whenever possible. And remember to go last mile to finish a project entirely. When communicating, the two expressers will tend to think out loud, think about the brainstorm, and think out of the box. It can be very productive, but it can also lead to an insoluble conversation. Expressers may need an outside party to help guide the conversation. Again, when agreements are reached, a lot to write them down. When delivering bad news to the Express, do what comes naturally. Say: I am terribly sorry to upset you. But... Then proceeded to lay down the story with as much evidence as possible. But don't forget to ask questions and listen! With directors: If we're expressers, you'll have three challenges dealing with a director. First you like to think about that it's likely to confuse the director. You have to train yourself to say, I think about right now, but it's a thought, then listen carefully - and respond after you had a chance to understand what others think. Second, directors want analysis and hard-thinking practice. Show them the numbers. Negotiate from the position of knowing what's most important to you. This is hard for expressers. But force yourself to choose. Finally, Expressers tend to focus on people, managers on tasks and projects. To resolve an altercation with a director, at the same wavelength. Don't say, I need off that our sales staff didn't seem to be using our new software. Say, Failure to adopt our sales team's sales management software has a serious impact on our sales revenue this month. With the thought: For expressers, the source of the conflict with the merzians is naddy. Expressers often portray things broadly and generally: We need to infiltrate the organic food market. They ask a lot of questions, he says. What do we know about the market? How is it defined? as usual, the expresser will grow out of all these disillusioned questions. When a conflict occurs, expressers need to ask questions and find out what went wrong. Again, it will require energy investment and time to listen. But in order to maintain trust with a thought-out matt, express must show respect for the reliable way of doing things. Only then can you agree what to do next when delivering bad news, the expresser should take the time to organize your thoughts. Enough warning to the thinker that you need to discuss something important. Find out who fits into his schedule then make sure you're ready to provide a lot of details and give yourself enough time to answer questions. With harmonizers: Expressers enjoy free conversations full of imaginative ideas and have a high tolerance for ambiguity. Harmonizer likes order, structure and predictability. Put the two together and you have a recipe for conflict. For example, the expresser might think that when he says it's clear. We need to fully reconsider how this customer is handled. Put the team together and give me your best thoughts tomorrow. As a result, the harmonizer gets confused about how to approach the problem. When a conflict occurs, the expresser needs Run things gingerly you need to recognize the need to set the exact context and clarity of expectations. You should point to the harmonizer exactly where the misunderstanding occurred. You have your determination to help repair the state of the state. And then you two have to decide what steps to take in delivering bad news to harmonizers, showing concern to everyone involved. If you have a solution, show how it benefits others. A thought-out approach to management as someone who has an early style of thinking, you excel at planning. You enjoy knew everything you covered, but planning alone can't guarantee success. You may be the kind of bold, creative thinking that allows you to identify the best overlooked alternatives. Instead of starting a project by looking at logistics and timelines, a better approach is to talk about the broader goal first, then field and then invite creative brain storms, and only then rein into your natural planning abilities. Think-minded people like to process things rationally. They are typically able to launch a project management plan that spells tasks and timelines, roles and responsibilities. You are also good at monitoring progress, giving praise to people who have finished their duties. To become more effective managers, met-minded people may need to be more open and warmer than others. If you want feedback from people, don't forget to verify their input value first. Give people the chance to express opposing views. Above all, keep an open mind and use your logical gift to sift and choose the best ideas. As a think-in, you are aware of the time. But you see deadlines as a necessary evil. You are much more concerned about the quality of the work than when it takes. Think-minded people should be aware that they have set a deadline, it costs the organization every day to delay. As a think-in, you can be too reliant on old, proven ways to get things done. You may be reluctant to try out new technologies or embrace a new way to get things done. This conservative approach can limit your growth as a manager. Deal with it by promising to train your staff new techniques and technologies. Keeping that promise forces you to learn first, the thought-about approach to conflict with other think-about people: you're as careful, careful and focused as a meme. You can also be inflexible. So your conflicts with another think-in typically arise over the right approach to doing a job or solving a problem. The appropriate approach for resolving conflict between the think-in-mind is to analyze the assumptions that each person's approach is under. On a sheet of per person's logic layout paper, Make sure you record all your arguments and then break the assumptions reflected in every logic. When you write any assumptions, ask each other: What we need to know we don't know in order Resolving this conflict? By participating in a collaborative process to reasonably solve the problem, think-ins can overcome almost any conflict. With directors: If you think, you share the quality of following your head with the directors, not your heart. Conflicts can arise because you take a lot of time to do something, while the director is more impatient. When you find yourself at odds with a director, harness your desire to dissect things. Instead, right to the point, the government does what you think needs to be done, and negotiates an agreement. It's good to follow up in writing. The director will appreciate the approach of taking you over. Don't try to illuminate the bad news for the director. The style of matter will actually help you to the director who thinks you have everything under control. With expressers: The thought is organized, accurate and logical. Free-wheel expressers are adventurous and non-adventurers. Because they see things from opposite poles, conflicts are not uncommon. As a think-in, you can handle conflicts with Expressers by listening to attention, giving reasonable feedback, and helping Express view options. By logically analyzing different options, thinking about the role of sage consultant, exploring the best alternatives and pointing to the pros and cons can help express. With harmonizers: Thinkers clash with harmonizers over the process. For example, a think-in-mind may consider a harmonizer lacking the necessary accuracy and attention to detail. Direct criticism will cause the harmonizer to be defensive and repulsed. Instead, the think-in-law should show concern for the harmonizer and emphasize the importance of their relationship. Having laid the foundation of the trust, Matt thought it could then focus on the problem. Instead of directly posed the criticism, put it as a question: Have you understood what was wrong with the batch process yesterday? the same technique applies when the think-mind carries bad news to the harmonizer. Make sure you show your sensitivity to how each person will be affected while delivering messages. Harmonizer's approach to management as someone who is the primary harmonizer style, your approach to planning is to do what's best for the people around you. This team approach gives you a natural gift to manage. People know you're going to bat for them so they'll bat for you your drive to please make you a very popular manager. But as a manager one of your responsibilities is to determine priority. The quality of pleasing others may cause uncoordinated or inconsistent priorities to be incorporated into your plans. Sometimes these contradictions don't appear until much later. When they come to light, you may really be shocked or seek help - or knock on frustration. All because you allow yourself to get caught between having to plan and wanting to please. This is a strategy for harmonizers identify a Sage consultant to ask for help in determining priority. This person should have a hard-nosed approach, the bottom line you lack. By looking for a good counselor, you will learn to set priorities over others and yourself. Another quality of a good manager is the ability to convey constructive criticism. As a harmonizer, it may find it difficult to provide constructive feedback. However, once you learn that constructive feedback is the necessary role of a manager and can help people do a better job, you can be very skilled at managing people. Harmonizers require time management practice. Set daily deadlines. If you can couple your natural skills with people with good project management skills, you can be a very successful manager. Harmonizer's approach to conflict with other harmonizers: As a harmonizer, you most likely don't want to deal with a serious conflict - even with another harmonizer. Naturally, you want to smooth over any problems. Your willingness to avoid confrontation can work against you, however. Harmonizers should openly and candidly discuss conflicts. You can start by emphasizing how much you want the conflict to be resolved. Be sure to disclose your personal reactions to what happened. Finally, follow your desire to resolve conflict by inviting other people to help you evaluate options in a logical, objective fashion. Don't let your loyalty to other people cloud your judgment on what's best for everyone concerned. When delivering bad news to another harmonizer, repeat the value of the relationship and then gently let them know what's going on. Stress their desire to help them be successful. Citing evidence of how other people feel, harmonizer will help the harmonizer understand the situation. With directors: For harmonizers, touching conflict with a director can be very stressful. Remember to prepare what you want to say, keep short and be decisive. Don't gloss over the facts or try to hide anything. Announce bad news in headline fashion. Cite real evidence and major ramifications. Above all, it doesn't dwell on additional details. The director cares less about who's fault and more about whether the problem can be fixed or not. When dealing with a director, it's tempting to shelv bad news or pretend it's getting better. Don't give up. Remember to look directly at the director in the eye and state your point of view clearly and briefly. Don't let yourself ambush with a director's sudden questions, make sure you have enough information to support your case. The manager needs to know, and he reacts positively to expressers as long as he makes sure you have the interests of the organization in your heart: harmonizer routinely put the group's needs above his own needs, while Expresser is often more focused on his own ideas. When harmonizers experience conflicts with expressers, it is typically over questions about who's interests are extraordinary. When a conflict occurs, it should ask the expresser to see things from the group's point of view. If the expresser interrupts, the harmonizer should say, Please let me finish my point, then I'll be happy to hear what you have to say. If the harmonizer carries bad news to express, it's a pain to emphasize how much you value Express's personal assistance. Expresser will usually respond yes. With thinkers: Harmonizers typically deal well with thought-minded people. When conflict occurs, it may be suppressed, because neither harmonizers nor like-minded people like open confrontation. Signs of repressed conflict may be avoidance, silence, or even compulsory love. One successful technique is to issue a regular invitation to the think-in-law to clear the air. After some initial chit-chat, tell him: I'm sure everything goes smoothly between us. Is everything good from your point of view? I really want you to be honest with me. Once laid out the field, it should be easy to get your stuff on the table. As carriers of bad news, harmonizers should inform the think-about in detail about what happened. Keep the conversation focused on what actually happened, rather than imagine how people would react. Think-in-law likes to be told things in a logical order, so start from scratch and don't leave anything out. Leadership style exercises here are two other exercises to help you build awareness of how your communication style affects your leadership style. Sport 1: Reflect on the recent decision you made that worked well. Then reflect on your favorite communication style. What about your style helped to make that decision effective? Sport 2: Reflect on the decision you made that doesn't work well. Then reflect on your style. What were the negative results? What could you do differently? Sport 3: In the box below, pay attention to your team's potential strengths and shortcomings based on your understanding of the styles of its members. Then pay attention to 1-3 strategies to reduce weaknesses. To learn more about the four styles, CommunicationStyles.org. Two common leadership styles that you set up for failure make it easy to crash into an ineffective leadership pattern without realizing it. You may have picked up bad habits by watching other leaders who have come before you. Weak leadership styles can contribute to mistakes and reduce concentration in the short term, as well as lack of organizational growth and innovation in the long run. Learn to recognize and avoid these two ineffective leadership styles in common. Genius with a thousand helpers: These leaders are often top performers who were superstars in their positions before I went up to a higher role. They felt the need to make any decisions rather than trusting employees to use their judgment. Genius with a thousand or a donor: don't delegate effectively; Create From waiting decisions to be made; it stifles innovation opportunities; it causes intelligent and talented professionals to grow disillusioned - and leave the organization. Aloi's enforcer: These leaders often distract from other commitments and gives employees too much freedom to make decisions without providing adequate directions. When things go well, people may feel that The Aloi Executive is a great boss for empowering the people, but when things go south, Aloi's executor will do it: blaming people for not paying attention to key aspects of the organization; looking at the goal in people who disagree; Manage to implement solutions that address underlying problems; Both of these styles need to be more balanced. For geniuses with a thousand or admonition, balance comes with: more detail - and compatibility on your board; Identify talented team members and give them more room to implement their decisions and strategies; Debunking the claims that he is the smartest person on the team by highlighting the strengths of others. For Aloi's executive, balance comes with: setting clear goals and checking with staff to ensure that they need the tools and direction they need; changing their board style by giving more comprehensive input to team members who are not yet ready to make decisions on their own; by taking an observation system to understand the root cause of the problem; Use staff feedback and self-assessment tools to measure her leadership style and maintain a healthy balance. Looking beyond leadership style What are the common leadership traits to all successful leadership styles? McKinsey surveyed more than 180,000 people in 81 organizations around the world and found that of many different leadership traits, four stood out as the most important. Effectively solving problems. It's all about how leaders make decisions. This is not a solo activity. Effective problem solving means engaging the right people at the right time with the right framing of the problem - and then identifying potential solutions and engaging people in exploring solutions in such a way that you create support for the final decision. At first it's managing change and it's hard to do. The factor with orientation is strong results. McKinsey says leaders with strong results orientation tend to prioritize the importance of efficiency and productivity and prioritize the highest-value work. But that's only part of it. Effective leaders know that the results are both short-term and long-term. They set long-term goals and communicate them many times. At the same time, they engage people in a fluid process to identify short-term measures that support goals, and consistently adjust priorities based on what is working. Look for different perspectives. According to McKinsey, this trait is all about identifying trends, encouraging staff to help And the difference between important and trivial ideas. In my experience, people who do it well keep an open mind and don't allow themselves to be stamped into a decision or risk a situation very soon. Instead, effective leaders keep their options open, inviting different perspectives and avoiding confirmation bias, supporting others. It's all about having emotional intelligence to build trust with people and really care about your well. Leaders who do so well understand the importance of appreciative feedback, giving people the opportunity to grow, and building relationships at a personal as well as professional level. Leaders who do it incredibly well know how people feel safe and inspired to come to work. As McKinsey says, they eliminate ung warrantless fears about external threats and prevent employees from removing energy from internal conflicts. A workplace is ultimately where people make a lot of decisions and choices every day. As I look at these four adjectives, I am struck by their pragmatic quality. They come up with the kind of leader who understands how decision-making becomes a spell of difference between a workplace that is productive and happy, or one that is miserable. McKinsey's research tells us leadership styles that focusing on these four attributes is key to higher productivity, higher levels of happiness and ultimately greater success. Thank you for reading. To learn more about our best practices for leadership development, check out, pipeline leadership - developing leaders for today and tomorrow. LRI Services: Leadership Coaching • Leadership Pipelines • Leadership Academies • Coaching Just in Time / Pods • Succession Planning • Executive Processor • Leadership Workshops