

Building Your Leadership Toolkit

PNWS / May 4, 2007

Nicki Pozos, Ph.D., P.E.



www.carollo.com

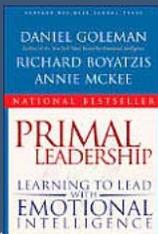
Why does leadership matter?



Primal leadership model



- 6 leadership styles based on emotional intelligences
- Measured the impact of each style (positive or negative) on organizations
- The strongest leaders (those producing the best financial results) were those who used the greatest number of styles
- Even the “negative” styles are good to have in your repertoire; they only tend to have a negative impact when overused



Goleman, D., R. Boyatzis and A. McKee (2002) *Primal Leadership*, Harvard Business School Press, Boston, Massachusetts.

Visionary leadership style

The visionary leader connects people with a sense of purpose.

- Sends the message “Follow me: together we will achieve greatness”
- Compels people to act by bringing meaning to their work
- Most important during periods of transition



Coaching leadership style

The coach connects individual goals with the organization's purpose.

- Sends the message: “I am here to help you be your best”
- Are able to “see” their employees and help them build on the good and work on the bad
- Constructive feedback is key
- Least commonly used style



Affiliative leadership style

The affiliative leader increases commitment to the organization through personal loyalty.

- Sends the message: “You are not just a cog to me”
- Builds a reservoir of personal capital
- Important to start with a full reservoir when facing tough times



Democratic leadership style

The democratic leader develops commitment through participative decision making.

- Sends the message: “We are all in this together”
- Encourages debate and values all opinions
- Most important when facing contentious decisions



Pace-setting leadership style

The pace-setting leader fosters hard work and excellence by example.

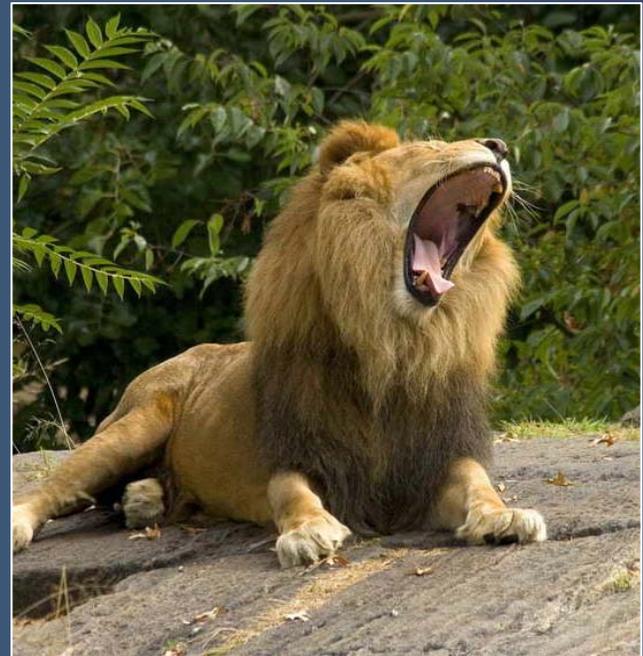
- Sends the message: “Let’s be excellent together”
- When overused, sends the message that the mission is more important than the people
- Most important when deadlines are looming



Commanding leadership style

The commander motivates actions through force of personality (and sometimes fear).

- Sends the message: “Do it because I said so”
- Potentially limits initiative and independent thinking
- Most important in a crisis



Where are your strengths?

Evaluate how comfortable you are using each style:

- From “0” - completely uncomfortable
- To “5” - use it all the time



Visionary

Coaching

Affiliative

Democratic

Pace-setting

Commanding

How can you build your toolkit?

- Self awareness is always the key
- Choose one style you would like to develop
 - Identify specific opportunities to practice the new style
 - Find examples and mentors that exemplify the style
 - Don't limit yourself only to work situations

Developing the visionary style

- Look outside your own organization
- Look outside your industry!
- Create a vision of where you would like to be in 5/10/20 years
- Make a habit of looking for the meaning within your work
- Practice helping others do the same

Developing the coaching style

- Make a discipline of regular feedback
- Talk to your employees!
 - Ask them about their personal goals
 - Get curious!
 - Express genuine interest
- Advocate on their behalf

Creating lasting change



- Start small
- Avoid black and white thinking
- Seek feedback
- Be prepared to fail – if you only aim for things you can accomplish on first try, you'll be forced to aim low