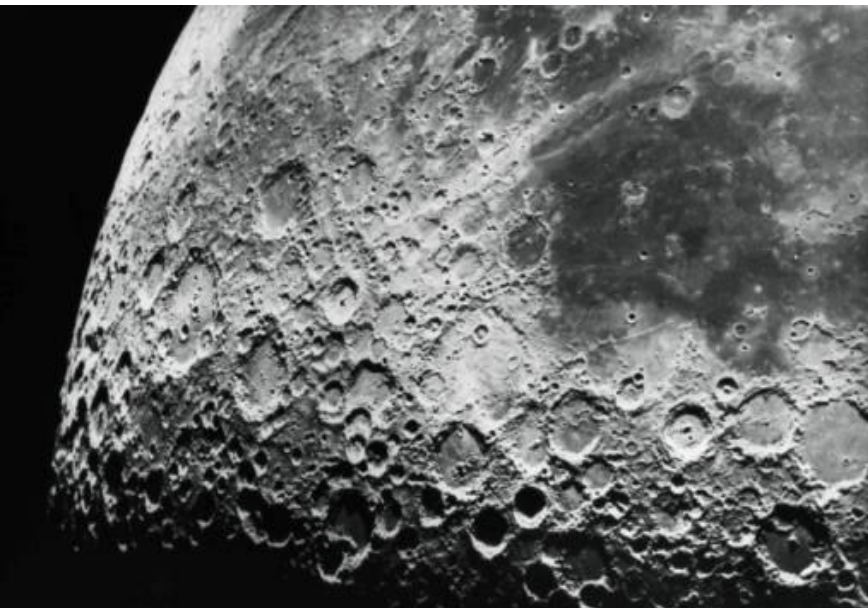




Leadership Styles

Presentation for the Senior Leaders Week

Berlin Civil Society Center, Berlin, August 2011



To achieve something special
do things you have not yet done!

Leadership Style has significant impact on the country...



Mao Zedong



Barack Obama



Margaret Thatcher



Nelson Mandela

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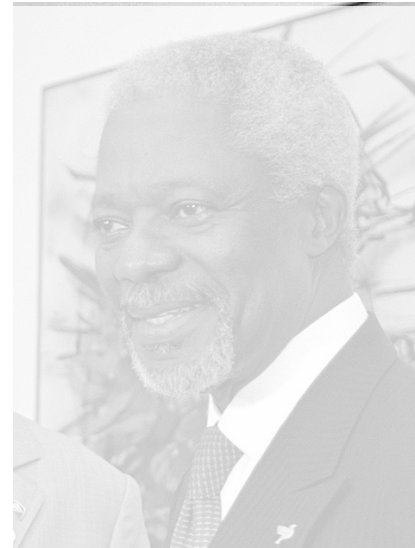
Leadership Style has significant impact on the country and organization



Gandhi



Queen Elisabeth



Kofi Annan



Bill Gates

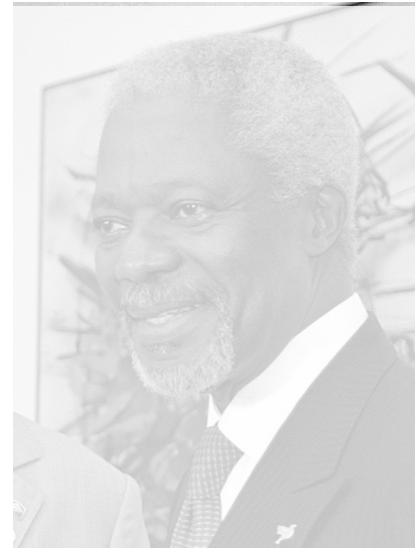
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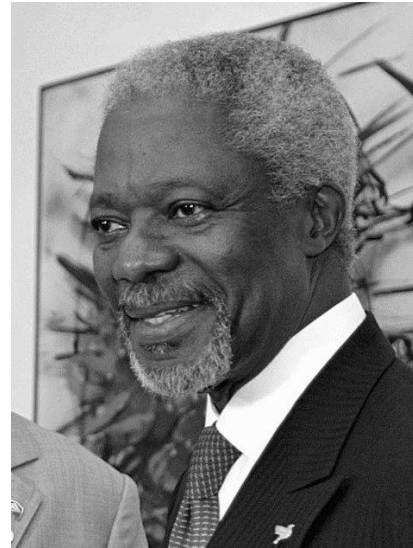
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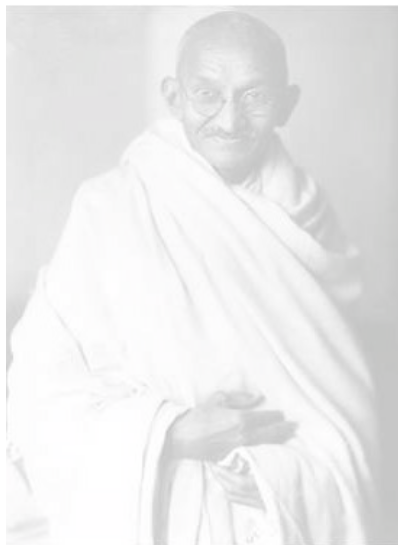


Kofi Annan



Bill Gates

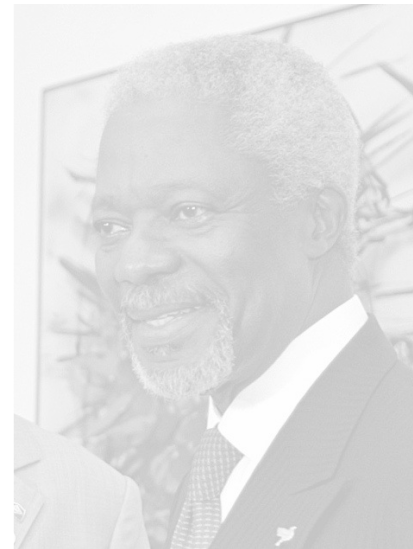
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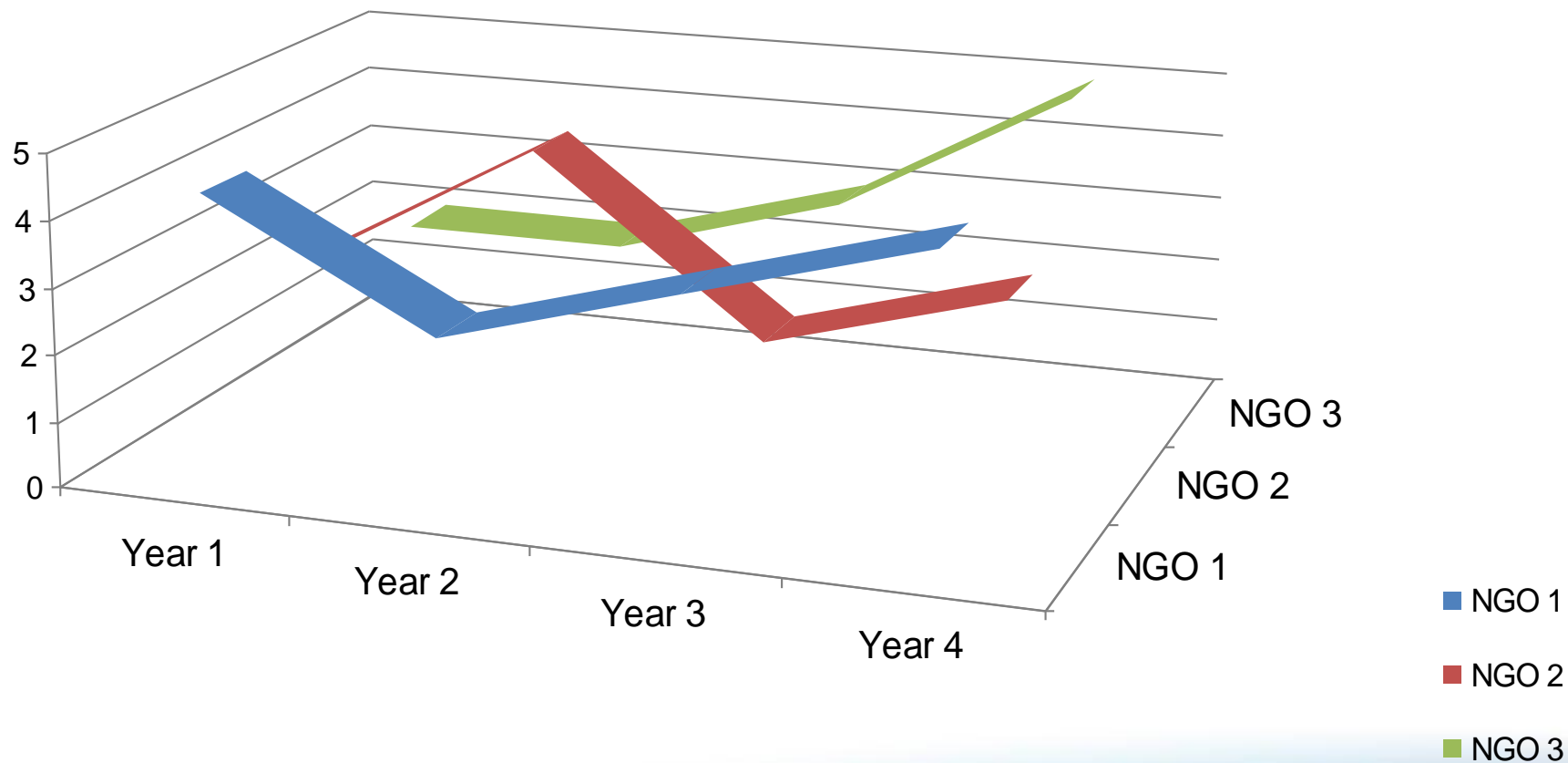
Bill Gates

The Challenge



Keeping all aspects simultaneously in focus

Different styles are appropriate at different times



Different styles are appropriate at different times



How **forceful** or **decisive** is your style?

Do you lead from in **front**, **beside** or **behind**?

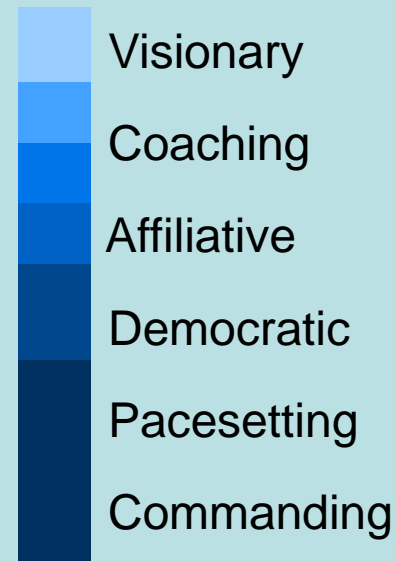
Leadership Styles Theory

**“Effective leaders
create resonance”**

Daniel Goleman

Leaders attune to people
and move them in a positive
emotional direction.

Six styles



Primal Leadership (Goleman, Daniel, with Richard Boyatzis and Annie McKee, 2002)

1. Visionary

Leader characteristics

Inspires, believes in own vision, empathetic, explains how and why people's efforts contribute to the dream

How style builds resonance

Move people towards shared dreams

Impact of style on Business climate

+ + +

When style is appropriate

When changes require a new vision, or when a clear direction is needed, radical change

2. Coaching

Leader characteristics

Listens, helps people identifying their own strengths and weaknesses, counselor, encourages, delegates

How style builds resonance

Connects what a person wants with the organization's goals

Impact of style on Business climate

+ +

When style is appropriate

To help competent, motivated employees improve performance by building long-term capabilities

3. Affiliative

Leader characteristics

Promotes harmony, nice, empathetic, boosts moral, solves conflicts

How style builds resonance

Creates harmony by connecting people to each other

Impact of style on Business climate

+

When style is appropriate

To heal rifts in a team, motivate during stressful times or strengthen connections

4. Democratic

Leader characteristics

Superb listener, team worker, collaborator, influencer

How style builds resonance

Values people's input and gets commitment through participation

Impact of style on Business climate

+

When style is appropriate

To build buy-in or consensus, or to get valuable input from employees

5. Pace-setting

Leader characteristics

Strong drive to achieve, high own standards, initiative, low on empathy and collaboration, impatient, micromanaging, numbers-driven

How style builds resonance

Meets challenging and exciting goals

Impact of style on Business climate

Often - - when used too exclusively or poorly

When style is appropriate

To get high-quality results from a motivated and competent team. Sales.

6. Commanding/coercive

Leader characteristics

Commanding, "do it because I say so", threatening, tight, control, monitoring, studiously, creating, dissonance, contaminates everyone's mood

How style builds resonance

Soothes fear by giving clear direction in an emergency

Impact of style on Business climate

Often - -

When style is appropriate

In a crisis, to kick-start an urgent turnaround, or with problem employees. Traditional military

„A leader is the symbolic soul of a group consciousness and represents their dreams, desires and aspirations.

They are asked to take on the responsibility to manifest these dreams, desires and aspirations!“

Deepak Chopra

Great Leaders stand out:

By taking time every day to reflect and ask questions

By their sense of gratitude

Understanding that one is in the right place at the right time (timing & finesse!) – as opposed to force & action

Joe Collins / Howard Gardener (Harvard) "Good to Great"

Is the progressive realization of worth

Is the ability to love and have compassion

Is to be centered in the midst of chaos and confusion

Is the ability to trust your instinct & intuition

Is the confidence of having a creative solution for any problem

Is to have a vision for the impossible

A sense of mystery

Thank you for your attention.

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