

ASHA Leadership Academy

Leadership Styles



Facilitated by
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ASHA Disclosure Statement



Kevin Nourse

- Financial: Nourse Leadership Strategies, Independent Contractor. Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

Alice Waagen

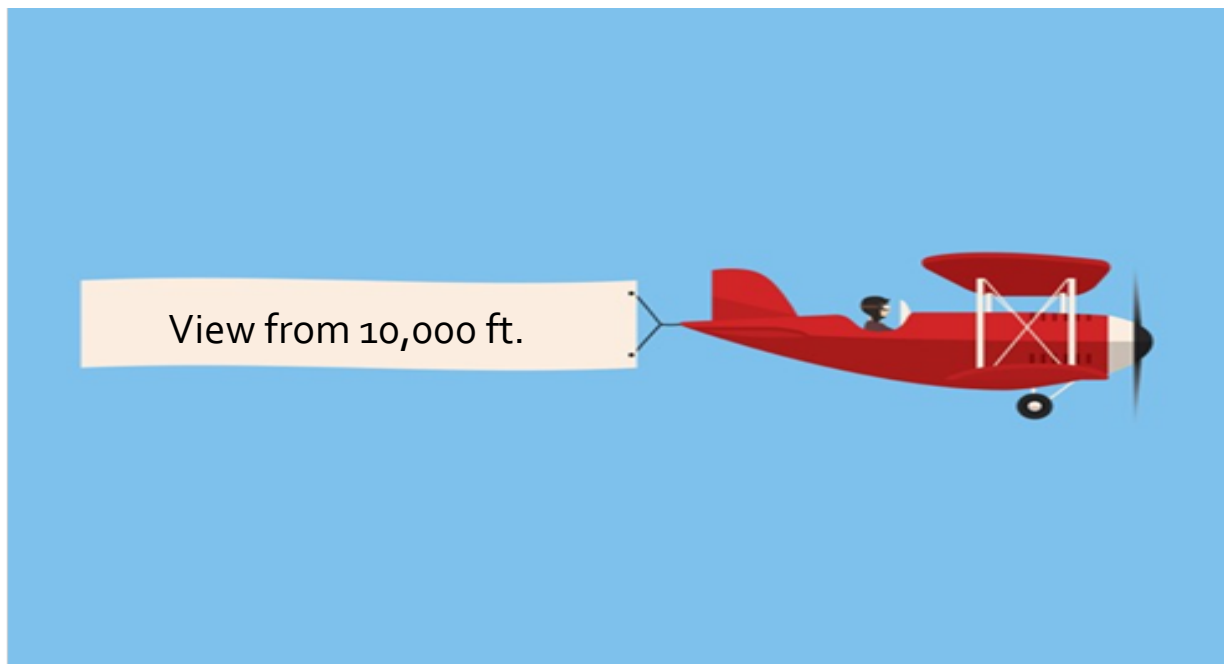
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Why are we here?

To learn about different leadership styles that can be used to direct the work of others

How will we achieve this?

- Key concepts defined
- Leadership styles
- Leadership behaviors
- Adapting your leadership style
- Wrap-up



Key Concepts Defined



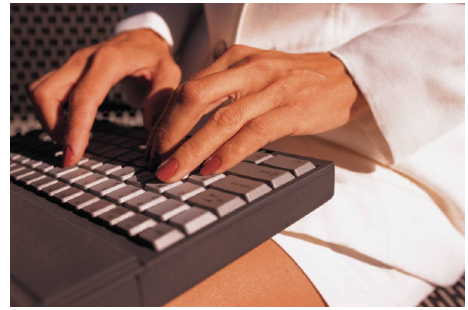
Leadership Style

- Patterns of leadership behaviors when interacting with followers
- Followers can be direct reports, peers, volunteers, interns, and so on
- Leadership style is the manner and approach of providing direction, implementing plans, and motivating people

Why is it so important for CSD professionals?

- Reflect on leadership styles that you have experienced in others and analyze their strengths and weaknesses
- Identify your preferred style and how you may need to adapt in different situations

Key Concepts: Research Studies



Emerging Themes

- The styles of leadership: A critical review. (Khan et al 2015)
- Impact of leadership style on organizational effectiveness. (Nayak et al 2005)
- Leadership styles and theories. (Giltinane 2013)
- A review of leadership theories, principles and styles and their relevance to educational management. (Amanchukwu et al 2013)
- Good bosses switch between 2 leadership styles. (Maner, 2016)

Reflection Question



What is the basis for a person's natural leadership style? What influences building comfort with certain leadership behaviors?

Leadership Styles



- Laissez-Faire
- Directive
- Visionary
- Affiliative
- Participative
- Pacesetting
- Coaching

Leadership Styles



Laissez-faire

- Hands-off approach
- Delegative
- Effective with highly skilled, competent and confident followers

Directive

- Command and control
- Not open to involvement or input
- Effective in crises or with inexperienced followers

Visionary

- Evokes commitment
- Links to mission or vision
- Effective when followers buy in to vision

Affiliative

- Focus on building relationship with followers
- Attends to emotional needs
- Effective in building teams

Leadership Styles



Participative

- Democratic
- Fosters teamwork and consensus
- Effective when followers know as much or more as leader

Pacesetting

- Leading by example
- Setting high standards, fast pace, quality and perfection
- Effective for quick results, turning around underperforming teams

Coaching

- Focused on building skills, knowledge
- Used to build capabilities on team
- Effective in building team capabilities and effectiveness

Reflection Question



Which style(s) seem most natural for you? Which style(s) do you most need to develop?

Leadership Style	Natural Style?	Need to Develop?
Laissez-Faire		
Directive		
Visionary		
Affiliative		
Participative		
Pacesetting		
Coaching		

Leadership Behaviors



Leadership Style	Leadership Behaviors
Laissez-Faire	<ul style="list-style-type: none">• Delegation• Providing autonomy
Directive	<ul style="list-style-type: none">• Directing subordinates• Monitoring performance
Visionary	<ul style="list-style-type: none">• Facilitating input• Communicating a vision
Affiliative	<ul style="list-style-type: none">• Team building• Relationship building
Participative	<ul style="list-style-type: none">• Facilitating input• Reaching consensus
Pacesetting	<ul style="list-style-type: none">• Role modeling• Self-motivation & focus
Coaching	<ul style="list-style-type: none">• Facilitating development• Feedback• Powerful questioning

Reflection Question



Reflect on a leader who you admire. What style(s) did they use and what impact did those styles have on you?

Adapting Your Leadership Style



1: Assess the Task

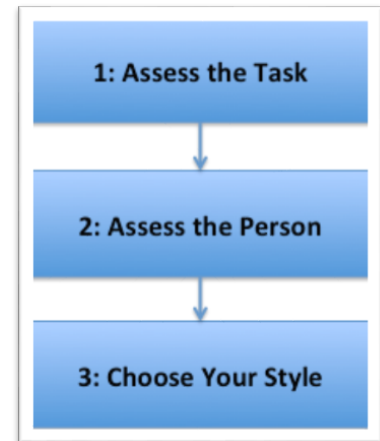


2: Assess the Person



3: Choose Your Style

Adapting Your Leadership Style



Step 1: Assess the task

- Degree of complexity
- Knowledge & skill needed
- Visibility with stakeholders
- Cross impact on other work

Step 2: Assess the person

- Knowledge, skill, experience
- Confidence
- Availability
- Openness to new assignments

Step 3: Choose your style

- Styles may be sequenced as experience and success grows:
 - Start with directive, move to participative as experience and confidence grows
 - Start with coaching, move to pacesetting
 - Start with visionary, move to coaching then participative
 - Start with affiliative, move to participative

Reflection Question



Reflect on a situation where your manager used a leadership style with you that was not effective. What was the impact? What would have been a better style to use with you?

Key Points



- Every leadership style has situations where it is appropriate to use and times when it will be less effective than another
- Highly effective leaders learn how to read a situation and then adapt their style to be successful
- Leaders need to know the capabilities of their followers to use the most effective style



- Interview a skilled leader and find out how they adapt their leadership style
- Know your comfort with each of the leadership styles and challenge yourself to use one that is outside of your comfort zone
- Observe managers in your organization and assess how well they adapt their style

Additional Reading



- Blanchard, K., Zigarmi, P. & Zigarmi, D. (1985). *Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership*. William Morrow and Company.
- Goleman, D. (2000). *Leadership That Gets Results*. Harvard Business Review, p. 78-90. Reprint # Roo204.
- Hersey, P. (1985). *The Situational Leader*. New York: Warner Books.
- Spreier, S.W., Fontaine, M.H., & Malloy, R.L. (2006). *Leadership run amok: The destructive potential of overachievers*. Harvard Business Review, 84(6), p. 72-82, 144.
- *Leadership styles: Choose the right approach for the situation*. Available at http://www.mindtools.com/pages/article/newLDR_84.htm
- Iphone App: *Adaptive Leadership Coach*