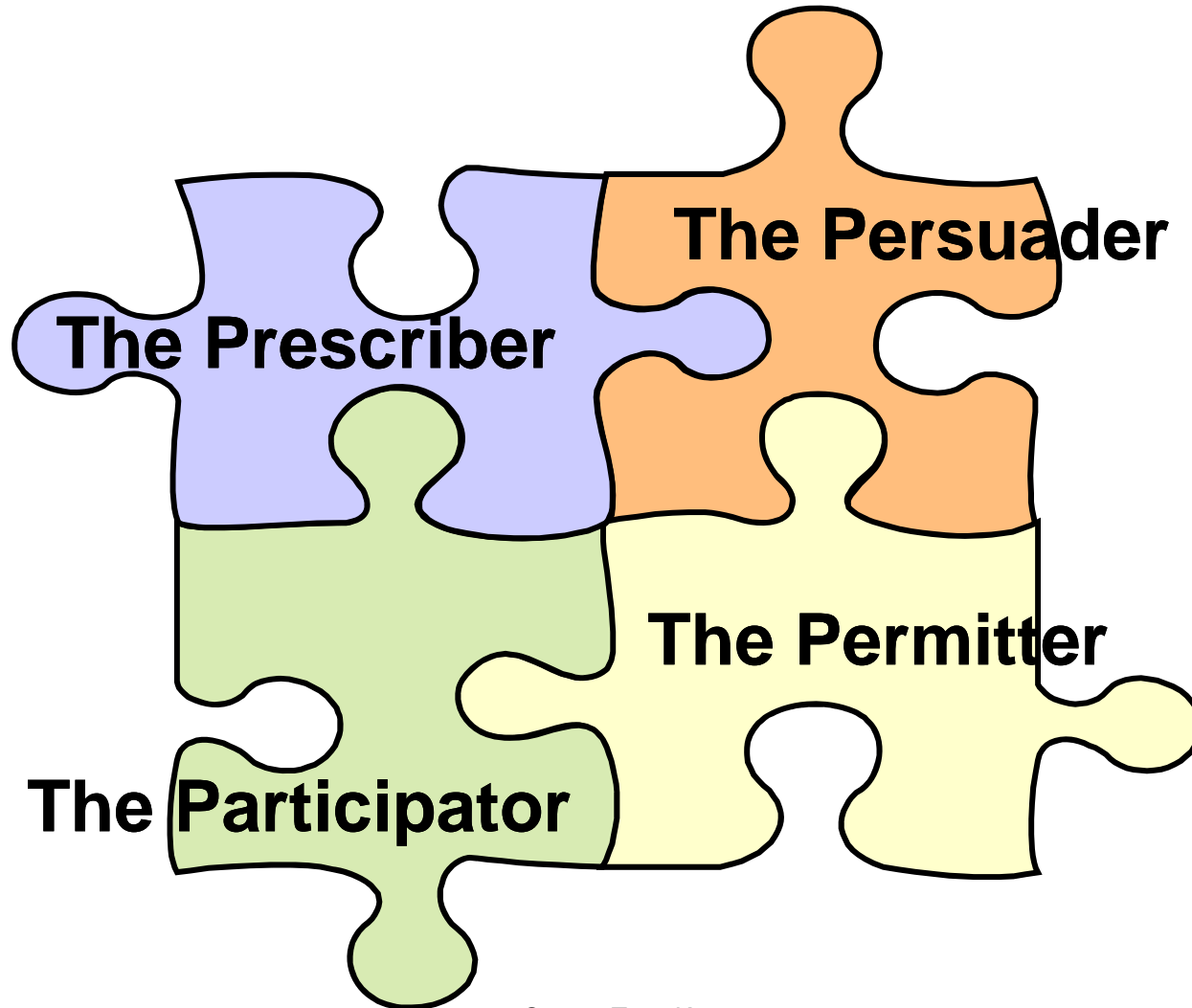


# Solving The Puzzle of Leadership Styles

---



# The Means...

## Choosing Leadership Styles

---

The starting point for choosing which style is best for you is to look at three key issues.

- The job to be done

*How well defined is the job versus how poorly defined.*

- Social / emotional relationships

*How much attention is needed in terms of maintaining harmony and attending to people problems, morale etc.*

- Willingness / ability to take initiative

*How achievement oriented is your team? How educated, experienced and able are they to work on their own?*

# Understanding Leadership Styles

Leadership Style	Job Structure	Social / Emotional Relationships	Willingness / Ability to take initiative
The Prescriber	Well Defined	<u>low</u> need to be concerned about harmony	<u>low</u> willingness and ability to take initiative
The Persuader	Well Defined	<u>high</u> need to be concerned about harmony	<u>low</u> Willingness but <u>high</u> ability to take initiative
The Participator	<u>Not</u> Well Defined	<u>high</u> need to be concerned about harmony	<u>high</u> willingness but needs assistance
The Permitter	<u>Not</u> Well Defined	<u>low</u> need to be concerned about harmony	<u>high</u> willingness and <u>high</u> ability to take initiative

# **The Prescriber: high task, low relationship**

---

*“In this situation, the leader directs people by prescribing what they should do.” (the leader call the shots)*

## What to do?

- Plan and make decisions independently
- Expect people to follow directions and bring problems to the leader
- Check on progress often
- Minimize interpersonal interactions

## When to use?

- Low performance maturity
- Very little time
- New employees or low skill level
- Temporarily to gain control
- During transition or major change

# **The Persuader:** high task, high relationship

---

*“In this situation the leader basically persuades people to do the job.” (the leader calls the shots after getting input)*

## What to do?

- Consider input prior to making decisions and setting standards
- Invite two-way communication, give and take
- Interact frequently; may interact socially on/off the job
- Provide support and encouragement
- Treat people as individuals

## When to use?

- Demonstrated performance maturity
- High levels of trust
- Personnel who are willing to be involved
- Risk is accepted as a condition for job growth

# **The Participator: low task, high relationship**

---

*“In this situation the leader basically participates.” (the emphasis is on being a leader to a group of pros)*

## What to do?

- Communicate general expectations about results and methods
- Encourage personnel to structure their own jobs with general guidelines
- Encourage people to solve their own problems
- Help people solve problems when they can't do it themselves.
- Interact frequently on job and personal topics

## When to use?

- High level performance for managers and personnel
- Personnel who are self disciplined
- Leader willing to assume a facilitators role
- High need for personal / professional development

# The Permitter: low task, low relationship

---

*“In this situation the leader basically permits people to do their own jobs with very little direction.” (convey the plan and get out of the way)*

## What to do?

- Provide general definition of the job and the structure needed to do it
- Allow personnel to provide their own job structure and definition
- Interacts freely and willingly
- Allow personnel to make their own decisions and solve their own problems
- Provide help and support in limited amounts

## When to use?

- Highest level of performance maturity
- Leader is willing to be an advisor / mentor
- Personnel are eager and able to take initiative on their own
- Personnel are completely self sufficient and autonomous