



## **Unit II – Leadership Skills**

### **Chapter 2 - Leadership**

#### **Section 1 – Leadership Behavior and Styles**



# What You Will Learn to Do

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Understand the principles of leadership and how you can become a successful leader

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# Objectives

1. Discuss the two orientations to leadership behavior
2. Define the four leadership styles
3. Identify the primary factors of the leadership situation



# Key Terms

## **Situational Leadership -**

A leadership model based on the concept that there is no single best way to influence and lead people

## **Relationship Behavior -**

A leader's engagement in supportive, two-way communication with his or her team members



# Key Terms

## **Empathetic -**

Having the ability to understand; being aware of, and sensitive to, the feelings, thoughts and experiences of others

## **Task behavior -**

The leader's involvement in defining the duties and responsibilities of an individual or a group



# Leadership Skills

Anyone can become a good leader with a desire to acquire those skills, and some practice.

**Leadership** is different from **management**.

## Leadership

The art of influencing and directing people to accomplish the mission

## Management

Supervising the use of resources to achieve team objectives

In short... you **lead people**, and you **manage things**.



# Leadership Skills

A leader should tailor his approach based on the environment and the **readiness** of his team to tackle the challenge.

**Readiness** = degree to which a follower demonstrates the ability and willingness to accomplish the task

This is called **situational leadership**.



# Leadership Skills

## About **situational leadership**:

- It is flexible in nature
- Based on abilities, knowledge, skills and motivation level of the team members
- Requires that leader know his/her people and their skills well
- Might look different if the leader was more oriented toward people versus toward the task







# A Leader's Orientation

## Toward People

focuses on interaction with his/her people and uses this to complete the task; "relationship behavior"



**Admiral  
Jonathan Greenert (CNO)**

## Toward the Task

focuses on the job to be done and how to best use his/her people to that end; "task behavior"



**General Martin Dempsey,  
Chairman JCS**



# Four Leadership Styles





# Four Leadership Styles

		Style 1 Telling	Style 2 Selling	Style 3 Participating	Style 4 Delegating
Relationship Orientation	High		<b>X</b>	<b>X</b>	
	Low	<b>X</b>			<b>X</b>
Task Orientation	High	<b>X</b>	<b>X</b>		
	Low			<b>X</b>	<b>X</b>

Leadership Grid shows distinct but complementary leadership behaviors



# Four Leadership Styles

		Style 1 Telling	Style 2 Selling	Style 3 Participating	Style 4 Delegating
Relationship Orientation	High		X	X	
	Low	X			X
Task Orientation	High	X	X		
	Low			X	X

## Telling Style behaviors:

- Directing others
- Supervising them closely
- Following up to ensure task completion



# Four Leadership Styles

		Style 1 Telling	Style 2 Selling	Style 3 Participating	Style 4 Delegating
Relationship Orientation	High		X	X	
	Low	X			X
Task Orientation	High	X	X		
	Low			X	X

## Selling Style behaviors:

- Closely supervises
- Explains relationships between tasks and goals
- Encourages questions



# Four Leadership Styles

		Style 1 Telling	Style 2 Selling	Style 3 Participating	Style 4 Delegating
Relationship Orientation	High		X	X	
	Low	X			X
Task Orientation	High	X	X		
	Low			X	X

## Participating Style

behaviors:

- Offers ideas for tasks
- Shares responsibility for decision-making
- Allows others to structure their tasks as they like



# Four Leadership Styles

		Style 1 Telling	Style 2 Selling	Style 3 Participating	Style 4 Delegating
Relationship Orientation	High		X	X	
	Low	X			X
Task Orientation	High	X	X		
	Low			X	X

## Delegating Style behaviors:

- Responsibility passed to team for
  - Decision-making
  - Problem-solving
  - Implementing



# Leadership Etiquette

Successful leaders:

1. Make decisions that will enhance all, not just themselves
2. Realize that they also have superiors to whom they are accountable
3. Serve as examples of fair play, integrity and dependability
4. Listen to the needs, feedback and suggestions of all
5. Understand that leadership is about responsibility, not just glory or popularity





# Leadership Etiquette

Successful leaders:

6. Roll up their sleeves and help others when the going gets tough
7. Know that they succeed only with the work, support and dedication of others
8. Do not seek personal recognition but share it equally with their team
9. Work for the success of the organization, not personal gain
10. Know that they are entrusted with leadership power, and they must continue to earn it or lose it



# Primary Factors of the Leadership Situation

As a leader, you **lead people** and you **manage things**.

The team's situation dictates how much time the leader spends on each above, considering the factors of:

- Mission
- People
- Leadership style
- Environment





# The Mission

The leader typically defines the mission and sets goals for completing its tasks.

But the mission may instead be set by someone **outside the team** – meaning the leader must translate it into goals that team members will accept, understand and adopt as their own.



When possible, team members should help set goals.



# The Mission

The leader must also set **standards of performance** and make sure they are understood.

Standards should be

- Reasonable
- Supportive of mission
- Clearly-defined
- Consistently enforced among team members
- Monitored by leader as project progresses





# The People

Leaders must be sensitive to people and try to understand them. This helps leaders know what action to take as the follower's ability level becomes clear.

Two elements of ability:

1. **Training** – if it is inadequate, leader needs to make sure person get what is needed to perform task

2. **Experience** – higher seniority or rank doesn't mean person has specific experience needed. Some learn quickly; others need more time to acquire a skill.



# The Leadership Style

Successful leaders adapt their leadership style to suit the mission and their team members.

But everyone has strengths and weaknesses, so the wise leader knows how to accommodate both.

For example, if you are a good oral communicator, have face to face conversations .





# The Leadership Style

Successful leaders adapt their leadership style to suit the mission and their team members.

But everyone has strengths and weaknesses, so the wise leader knows how to accommodate both.



Or, if you are more comfortable with written communication, use that to exchange thoughts and ideas.



# The Leadership Style

Successful leaders must also make sure their leadership style corresponds to their team members':

- Knowledge
- Abilities
- Skills

After assessing the team members' **readiness**, the leader may need to:

- Guide and or support them
- Motivate them
- Give them freedom to proceed independently





# The Environment

A leader can prepare for the unexpected by giving careful consideration to the whole environment.

Change is happening constantly, and it's important to **stay aware** and monitor all aspects of the situation.

Leaders must alter and adapt their leadership behavior accordingly as changes occur.

*Flexibility is key!*





# Questions?

