

Styles of Leadership

Purpose: To focus on three styles of leadership, the importance of developing a flexible style and to help you understand your natural leadership style.

Learning Objectives:

1. To understand three styles of leadership and how each style of leadership affects the team.
2. To understand the importance of having a flexible style of leadership in order to meet the needs of your team.
3. To determine your natural style of leadership using an assessment tool.

Key Verses: Genesis 41; Acts 15:1-33; Exodus 18:13-27; Acts 6:1-8

I. Your Leadership Style--How You Set Direction for Your Team

After observing different leaders, you may have noticed that effective leaders do not employ the same style of leadership to be effective. One leader is decisive. Another leader is more democratic. Both are effective. Some leaders do it all, while others don't seem to do anything at all. Both seem to get the job done.

Who are some effective leaders (past or present/spiritual or non-spiritual) and what made them effective? Write down your thoughts on this before proceeding.

Note to instructor: Ask the class to share some of their answers.

II. Understanding Three Leadership Styles

- A. Directive: The leader is the center of decision-making and activity; the leader serves as a director. Example: Joseph as governor in Egypt (Genesis 41)
1. The leader makes the decision and announces it to the team. For example, the leader identifies a problem or goal to be reached. He considers alternative solutions, chooses one of them and then reports this decision to his staff. "Here's what we're going to do." The leader must then "sell" his decision. He may invite questions to clarify what it is he is trying to accomplish and why.
 2. The leader assumes the responsibility for planning the activities necessary to implement the decision. The leader also assumes the responsibility for the outcome of the decision.
 3. This style of leadership asks the team for their obedience.
- B. Consultive: The group is the center of decision-making and activity; the leader serves as a moderator. Example: Peter and the disciples in Jerusalem (Acts 15:1-33)

1. The leader presents a tentative decision subject to change or defines the problem or objective, asks for suggestions and then together the team makes the decision.

The leader sees his role as identifying the problem or objective and then capitalizing on the knowledge, insight and experience of his staff to make a better decision and develop a better plan.

2. The team shares the responsibility for planning the activities that are necessary to implement the decision. The team also shares the responsibility for the outcome.
3. This style asks the team for their cooperation and commitment to the decision.

An advantage of the consultive style approach is that it communicates this is “**our ministry.**” This style results in a sense of ownership.

- C. Delegation: The individual is the center of decision-making and activity; the leader serves as an information source and facilitator. Examples: Moses/Jethro (Exodus 18:13-27) and “table-waiters” (Acts 6:1-8).

1. The leader defines the desired results and guidelines and delegates the decision-making responsibilities to one of the staff.

At this point, the leader passes the right to make the decision to the staff. Before doing so, however, he defines the goal or problem to be solved and the boundaries within which the decision must be made.

2. The individual staff member assumes the responsibility for planning the activities that are necessary to implement the decision. The individual also assumes the responsibility for the outcome.
3. This style asks the team for individual initiative and to develop as leaders.

One of your goals as a leader is to develop future leadership. You would be very short-sighted to try to make all the decisions or solve all of the problems by yourself. You empower your staff and develop their confidence in making decisions by giving them the opportunity to lead and make decisions.

III. Deciding Which Leadership Style Will Be Most Effective

“Which style is most effective?” The answer is determined by knowing your natural style of leading, knowing the needs and maturity of your team and knowing the ministry situation.

A leader who consistently employs the same style of leadership will be greatly hindered in his leadership style. The better a leader adapts his style of leadership to meet the given situation and the needs of those in his ministry, the more effective he becomes in reaching the movement’s goals.

- A. Know your “natural” leadership style and tendencies.

The degree a leader accurately understands himself--his strengths, spiritual giftedness, weaknesses, tendencies and confidence in his own abilities, will affect the style he chooses.

One pitfall to avoid is that of projecting your likes and dislikes as a leader on your staff team. In other words, if you enjoy and value the freedom to be creative and make decisions in every situation, you may naturally give that freedom to your staff--regardless of their experience and work style.

B. Know your team and decide to lead in light of the team's needs.

The make-up of the team will affect how a leader will lead in a given situation. Maturity, competence, training, skill, experience, time working together, past track record and the leader's confidence in the ability of the team to make decisions or solve problems, will affect **how** he leads.

The best way to find out what your team needs is to ask them.

1. They need to be **consulted**.

Regardless of your leadership style, most team members will want to give input if the decision is somehow going to affect their lives or how they will be spending their time. What counts to them is that what they had to say was considered before the decision was made. You honor your team by valuing them enough to listen to them and take their input seriously.

2. They need clear **direction**.

They want you as a leader to think and to plan ahead. Even in areas where you will be using a consultive style of leadership, your team doesn't want you to show up to staff meeting with a blank sheet of paper and say, "What do you think we should do?" Your job as a leader is to gather information, assess the situation, think through tentative solutions and present your ideas to the team. Few issues are more frustrating to team members than having a leader, who though in the position to lead, to give vision and direction and to set agenda items, does not provide leadership. They are often more frustrated by ambiguity than by clear direction.

3. They need to see **success in the ministry**.

Team members want to be successful in the responsibilities they have assumed. They want to become leaders themselves. Make it your goal to help your team succeed and grow rather than "allowing them to fail." Identify potential pitfalls and resources that are available to the team. It is also helpful to set up a system of accountability having to do with timeliness and standards of performance. A good leader will "**coach**" the team along the way, helping them to be successful.

4. They need to know they are **valued**.

When decisions are made and goals are set, the team needs to know someone is looking out for them. If you have been making “deposits” of care, encouragement and love in the lives of your team, you will be able to occasionally make tough decisions and they will follow because their trust in you is so high. “Followers don’t care how much you know until they know how much you care.”

C. Know the requirements of changing ministry situations.

1. Know the right questions to ask.

How will this decision affect the movement? Who does this decision affect? Who has the best and most accurate information? How complex is the problem? How much time do we have to discuss and implement a decision?

The **directive** style of leadership may be most effective in giving vision and overall direction to the movement or in a crises when there is a need for immediacy and corporate action.

When the team will implement a decision, a **consultive** style is most effective. After all, the team members are the ones who will be giving their time to accomplish what is required.

At times the complexity of a problem requires that one person gives his time to solve the problem. In this situation, a **delegative** style is most effective.

The more a leader feels the pressure of time, the more likely he will tend to make the decisions himself. When time pressures abate, it is easier to involve staff in decision-making.

2. Know the right timing.

Timing is also an important factor which will determine leadership style. Beginning a ministry or ministry direction may require strong leadership and vision coming from one person.

In contrast, use a delegative style when it is time to develop leadership and/or when the responsibilities of leading are greater than your capacity to lead. A directive leader will eventually be limited by his own abilities or by time constraints.

D. Developing a flexible style of leadership

An effective leader has a **flexible** style of leadership. He is neither a dictator nor a doormat. If he needs to direct, he directs. If freedom is what is called for, he extends that freedom to his team. An effective leader has the ability to change and flex in a given situation.

The key words then in determining a style of leadership in a given situation are “Insight” (a leader must understand himself, his team and his situation) and “flexibility” (A leader must have the ability to vary his leadership style). At any given team meeting where five

decisions need to be made, an effective leader may need to exercise three different leadership styles.

IV. Assessing Your Natural Leadership Style--Workshop

Workshop instructions: First turn to Appendix I, “Assessing Your Leadership Style.” Complete the questions quickly, putting a mark by your first response. Next, turn to Appendix II, the “Scoring The Leadership Style” sheet. One point should be given for each answer. Total each column. Group I is the directive style, Group II is the consultive style and Group III is the delegative style. The scores will range between two styles. Make sure you fill out the personal application part at the bottom of the sheet. Finally, review Appendix III, the “Leadership Style Summary” sheet by underlining statements that you believe are true of you.

V. Conclusion

- A. Look at Appendix IV “Matching Leadership Style Work Sheet.”
1. Make a list of specific responsibilities in your target area.
 2. Decide which style of leadership would be best to use for that specific responsibility and then fill in the work sheet.
 3. Decide which style of leadership would be best to use for each person on your team and then fill in that portion of the work sheet.

Note to instructor: Share with the class what is your natural leadership style (Appendix 2). Then share with the class some things you wrote in Appendix 4. Ask if the class has any questions or comments on this session. After this, have them get into their ministry teams (if there are not ministry teams or target area teams, have them get into groups of 3 or 4). Have them share their results from Appendix 2 and 4. If there may be any time remaining, have them go over the Discussion Questions. Perhaps in the last 5-10 minutes, have some share with the class their responses to Appendix 2 and 4.

Discussion Questions:

1. What are the three leadership styles, and how does each affect a team?
2. Why is it important to have a flexible style of leadership?

APPENDIX I

Assessing Your Leadership Style

1. **In leading a group meeting is it most important to:**
 - (A) Make sure you stay on the agenda, timetable and accomplish the objectives.
 - (B) Make sure each person really feels that he has been heard.
 - (C) Let the discussion run its natural course and listen carefully to what is being said.

2. **In a meeting you are leading, one person is dominating the discussion. Do you:**
 - (A) Call on other people to participate as much as you can.
 - (B) Hope he will eventually run out of things to say or realize he is talking too much.
 - (C) Interrupt him to give other people a chance to discuss the issues.

3. **You arrive late at a very important meeting and discover your assistant has not set the room up properly. He is busily involved in last-minute preparations. Do you:**
 - (A) Assume it's too late to do anything and do your best with things as they are.
 - (B) Pull him to one side and tell him what has to be done.
 - (C) Ask him if there's anything he can do to improve the set up in the room.

4. **Your assistant has consistently missed deadlines on critical reports you need: Do you:**
 - (A) Find someone else who can do the job.
 - (B) Discuss why he's having difficulty and ask how you can help.
 - (C) Ask him to try harder next time.

5. **You have just hired a new employee to help your assistant do her job. The best way to get him started is to:**
 - (A) Make sure he has an opportunity to get to know the other people he will be working with.
 - (B) Let him have enough "adjustment" time to get use to the new job.
 - (C) Make sure he understands very clearly what is expected of him.

6. **The best way to keep your people up to date on changes is to:**
 - (A) Realize that everyone will learn about the changes through the regular company communications and recognize that if anyone has questions they can get in touch with you.
 - (B) Send out a memo dealing specifically with those items that will affect your department.
 - (C) Build in time at your staff meeting to discuss how the changes will affect your department.

- 7. You are leading a staff meeting and one of your subordinates questions a decision you have made. Do you:**
- (A) Try to explain why you arrived at your decision.
 - (B) Ask him to elaborate why he has questions.
 - (C) Ask him what decision he would have made.
- 8. You discover a subordinate has been critical of your leadership. Do you:**
- (A) Set up a meeting to discuss why he has been critical.
 - (B) Wait until he brings it up to you directly.
 - (C) Immediately meet with him and confront him with his critical attitude.
- 9. You find your viewpoint is not being accepted by your team but you are convinced it is the right way to go. Do you:**
- (A) Allow a little time to go by and see if some attitudes change.
 - (B) Ask them to suggest other alternatives that will accomplish the objectives.
 - (C) Tell your group you can appreciate the difference in viewpoint, but this is the way we're going.
- 10. When solving a problem that affects your entire department do you:**
- (A) Present the problem, the solution and each person's part in the implementation.
 - (B) Discuss the problem and try to get everyone to agree on a common solution.
 - (C) Trust that each person will solve their part of the problem that affects them.
- 11. In handling day-to-day communications have you found it best to:**
- (A) Encourage spontaneous meetings to discuss key decisions.
 - (B) Discuss the problem and try to get everyone to agree on a common solution.
 - (C) Let people get in touch with you if they have any problems.
- 12. In establishing a committee to work on a problem is it best to:**
- (A) Allow the committee to function at their own pace.
 - (B) Ask the committee to establish their own timetable after they understand the objectives.
 - (C) Give the committee clearly defined objectives, a timetable and standards of operating.
- 13. The best way to handle a difference of opinion between two members of your team is to:**
- (A) State the differences of opinion and present a compromise position that both can accept.
 - (B) Encourage the two to meet together and work out their differences.
 - (C) Bring the two people together and help them arrive at a solution.
- 14. In a group of peers, do you:**
- (A) Try to make sure everyone has been heard.
 - (B) Enjoy listening to the ideas of others.
 - (C) Seek to give direction.

APPENDIX II Scoring the Leadership Style

	Group I Directive	Group II Consultive	Group III Delegative
<u>Question</u>			
1	A _____	B _____	C _____
2	C _____	A _____	B _____
3	B _____	C _____	A _____
4	A _____	B _____	C _____
5	C _____	A _____	B _____
6	B _____	C _____	A _____
7	A _____	B _____	C _____
8	C _____	A _____	B _____
9	C _____	B _____	A _____
10	A _____	B _____	C _____
11	B _____	A _____	C _____
12	C _____	B _____	A _____
13	A _____	C _____	B _____
14	C _____	A _____	B _____
Total			

Personal Application

My natural leadership style is _____

This means under normal situations I would tend to:

APPENDIX III Leadership Style Summary

DIRECTIVE LEADERSHIP STYLE

1. In challenging situations you feel most comfortable working from clear guidelines.
2. In meetings you take charge early and become anxious to get down to business.
3. You find it easy to assign tasks, provide schedules and monitor progress.
4. You may tend to become impatient when subordinates want to prolong a discussion. You tend to be more concerned with getting the job done than you are with meeting interpersonal needs.
5. In situations in which you have complete control, you tend to relax more, assume an easy-going manner and become more patient and considerate.

CONSULTIVE LEADERSHIP STYLE

1. The primary goal is to have good interpersonal relations with others.
2. You tend to be very sensitive to the individual members of the group and are especially concerned with their feelings.
3. In a meeting you would tend to encourage the participation of various members of the group.
4. In high stress situations you tend to find it more difficult to reach the goal.
5. You function best in moderate control situations where you are able to deal with interpersonal relations and deal effectively with difficult subordinates.

DELEGATIVE LEADERSHIP STYLE

1. In challenging situations, you allow the greatest freedom to your subordinates.
2. You can become overly tolerant of non-productive members of your team.
3. Your “best” day is one in which you have spent the majority of your time helping others accomplish their goals.
4. You schedule meetings but may tend to have a difficult time bringing the discussion to any definitive conclusion or implementation plan.
5. You tend to function best with subordinates who enjoy working on their own and need little day-to-day supervision from you.

APPENDIX IV
Matching Leadership Style Work Sheet

Matching Leadership Style with the
Requirements of the Situation and Individual Needs

A. Directive Style Works Best

In the Following Situations:	With the Following People:

B. Consultive Style Works Best

In the Following Situations:	With the Following People:

C. Delegative Style Works Best

In the Following Situations:	With the Following People:

Styles of Leadership

	Directive	Consultive	Delegative
Leader's Role	- Commander	- Discerner & Moderator	- Information source, facilitator
Decision Making	- Leader "Sells" decision	- Group	- Delegated to an Individual
Planning	- Leader	- Group	- Individual within specifications
Responsibility for success	- Leader	- Group	- Individual
Response Expected	- Obedience	- Ownership - Initiative - Mutual Accountability	- Individual initiative
Strengths	- Immediate Action - Vision	- Synergy - Higher Commitment - Spreads Work - Develops Group skills	- Facilitates initiative - Honors individual - Develops individual skills
Weaknesses	- Followers "run over" - Followers don't develop - Followers burn out	- Time to production - Group Think	- "Lone Ranger" Attitude - Narrow Perspective
When to Use: Task & Personnel	- Need for immediate or corporate action, overall direction	- Complicated Problem - Team Implementation	- Leader Lacks Time - Singular Problem
	- Need Clarity - Inexperienced - New	- Experienced - Complementary Skills	- Develop Initiative - Specialized Skills