LEADERSHIP STYLES

What kind of leadership skills do you have? What are your strengths as a leader? Knowing your style makes you good for something.

Little boy: Mommy, I'll be good if you'll give me a quarter.
Mom: Why can't you be good for nothing like your father.

You have to deal with those you work with as individuals. You can't lump them together. You can't see them as staff or groups and not as individuals. There is a drastic difference between people and personnel. Lee Iococoa - How did he do it? How did he get all those people working toward one goal? He talked to each one of them. Found out their needs and wants. Found out he needed their help as much as they needed his. Each of us is uniquely different, but we have things in common because of what life offers us. We are individuals, and leaders must look at people individually.

WHEEL

LOOK AT THE WHEEL. The little man in the center is you. He is saying, "C'mon group. Charge? Let's move forward." He is getting shot at -- darned if you do and darned if you don't. Find the word "opinionated," it is about 10:00. If you are opinionated to a larger degree, color in the circle closest to the word. On the contrary, if you feel you are not opinionated at all, color in the circle closest to the man being shot at. If you're not sure to what degree you are opinionated, color in one of the other two circles. Closer to
word, more like that you are. Farther away, the least like that you are. Only one dot per trait.

TIME TO COLOR WHEEL

Now connect the dots together like children connect the dot puzzle. You will see a graphic illustration of your leadership abilities. This will probably help you see you in the clearest way you have ever seen yourself. TIME. Count the number of dots in the outside circle closest to the word. Write it down—third circle, second circle, first circle closes to the word, so you have 4 sets of numbers. These should total 59. If not, you have missed a trait. With this wheel, you are looking at your own uniqueness. Each is different from your neighbors, but there are similarities, too. Look at the wheels of those around you. Your peaks and valleys are different from your neighbors. These are your self-proclaimed strengths and weaknesses in leadership. You have decided. Subjective evaluation of what you are in terms of character, personality, and leadership strengths.

EVALUATION OF WHEEL

1) How many of you have a predominance of colored dots in the outside circle, closest to the word? You are an autocrat—dictator—My way or the highway! You are usually in a supportive role in your office or chapter. You would rather not have someone checking up on you. Is there anything wrong with that? No—except if it doesn't work for you. An autocrat is a dyed in the wool aggressive leader. Tommy Tyrant. Many of your needs are ego oriented.

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What if this leadership style doesn't work for you? How can change be accomplished? If you're getting static and morale problems and this is not working for you most of the time, then you need to look at developing some of your other strengths. If it is working most of the time - great, go for it. An autocrat functions best in a crisis situation or where there is insecurity in the group. When this happens, a dictator who takes charge and gets things straightened out is greatly appreciated. Lester Bittel – author of "What Every Supervisor Should Know," known to generations of managers and supervisors, says: "When things are going to hell in a handbasket, people tend to be much more willing to accept the directives of an autocratic leader." An autocratic leader works well in the corporate world where less "people orientation" is required. **Advantages** - A) Consistency: Can be sure of what she expects and what she won't tolerate; B) Lends itself to demanding goals so you can focus attention on what must be done; c) Caters to the leader's desire to wield power and to achieve. **Disadvantages** - A) Longevity depends on continued successes; B) Can be punitive rather than rewarding and the good subordinates leave, poor ones remain; and C) Stressful - The autocratic leader can seldom seek relief or sympathy and support.

2) Predominance of colored dots in 3rd circle (2nd from outside). HOW MANY? **Inspirational** - Good as long as it works for you. Many times these leaders conflict with autocrats. Inspirational says this is what we're going to do. Autocrat
says no let's do it my way. An inspirational leader solicits opinions and gets ideas. **Advantages** - A) Enables leader to draw from ideas and suggestions of others; B) Then chooses a path most likely to be supported by the members, because members had a hand in the ideas; C) Tends to make working relationships less stressful; and D) Keeps leader informed of the temper of the group. **Disadvantages** - A) May not satisfy followers who look for direction; B) It's a compromise and may not be completely effective.

3) Predominance of dots colored in the 2nd circle (3rd circle from outside) HOW MANY? **Diplomat** - Never call an ugly person ugly. They have a hard time saying no or taking a stand. They can't put a stop and say this is the way it will be. They are good in committee work and negotiations, a mediator. Can be tough for them as the head of an organization. They have difficulty with dominant personalities. **Advantages** - A) Lends itself to loyalty and affection; B) Encourages delegation. **Disadvantages** - A) Not consistent; B) Decision-making may take a long time.

4) Predominance of colored dots in inside circle. HOW MANY? **Conformist** - Goes pretty much by the book. Only a problem when that comes in conflict with the needs of the membership. They obey the laws and are very nice people to know. They have a hard time being devil's advocate. **Advantages** - A) Very consistent, followers know what to expect; B) Enables followers to effectively resolve problems because
the philosophy is to go by the book. Disadvantages - Every situation is not black & white, sometimes not flexible enough.

You must understand the tremendous influence that the lack of adequate time has on leadership styles. The democratic process takes time. Look at your wheel, review your peaks and valleys. Objectively look at your strengths and see which you use regularly. Which do you use, but you don't like? Now you can see it in black & white and can start working on changes. Everyone of you is different from every other one of you. That is the most important thing to realize from this activity. The people you work with (as a leader) are drastically different from you. Remember the definition of leadership -- Working with and through people to accomplish a given task? Surround yourself with people whose circles have strengths where you have weaknesses. It is important to balance. Know what you're good at. That's why we're doing this. And know what you're not so good at. Surround yourself with people who are good at things you are not so good at. When you solicit their help, tell them, "I want you because I know you are good at this, and I'm not very good at it. I need your help." You know yourself well enough to know your weaknesses and that you can't do everything. You become valuable to the extent that you recognize how special and unique you are and how special and unique everyone else on your team is.

Do the wheel with your group. This builds a team. See each other's strengths and weaknesses.