

Leadership Co-op Summative 2013

Over the past semester you have had the responsibility as a co-op student of leading, motivating and inspiring others to complete their on-line quizzes and assignments. As well helping them adjust to their first semester of high school. During this time you have had to incorporate different styles of leadership in order to help your class be productive, successful and inspired. Furthermore you needed to establish a good rapport with them and create an environment that enabled them to trust you enough that they were able to ask questions when they were having difficulty expressing their thoughts or completing tasks. The skill set to be trusted by your students and encourage them through challenges/difficulties to succeed is not easy. In your summative you are going to complete three parts reflecting on your role as a co-op teacher.

Part A,

You will discuss different styles of leadership and indicate when each style should be used.

Part B.

You will discuss what elements are essential for you to be a good leader and give examples through reflection of the past semester to support your answers.

Part C

Final thoughts on Leadership

Make sure you answers and reflections are thorough and will thought out with examples to support your answers when asked. Three word answer means “not many marks”

Part A - 6 LEADERSHIP STYLES, AND WHEN YOU SHOULD USE THEM (Resource package)

Taking a team from ordinary to extraordinary means understanding and embracing the difference between management and leadership. According to writer and consultant Peter Drucker, "Management is doing things right; leadership is doing the right things."

Manager and leader are two completely different roles, although we often use the terms interchangeably. Managers are facilitators of their team members' success. They ensure that their people have everything they need to be productive and successful; that they're well trained, happy and have minimal roadblocks in their path; that they're being groomed for the next level; that they are recognized for great performance and coached through their challenges.

Conversely, a leader can be anyone on the team who has a particular talent, who is creatively thinking out of the box and has a great idea, who has experience in a certain aspect of the business or project that can prove useful to the manager and the team. A leader leads based on strengths, not titles.

The best managers consistently allow different leaders to emerge and inspire their teammates (and themselves!) to the next level.

When you're dealing with ongoing challenges and changes, and you're in uncharted territory with no means of knowing what comes next, no one can be expected to have all the answers or rule the team with an iron fist based solely on the title on their business card. It just doesn't work for day-to-day operations. Sometimes a project is a long series of obstacles and opportunities coming at you at high speed, and you need every ounce of your collective hearts and minds and skill sets to get through it.

This is why the military style of top-down leadership is never effective in the fast-paced world of adventure racing or, for that matter, our daily lives (which is really one big, long adventure, hopefully!). I truly believe in Tom Peters's observation that the best leaders don't create followers; they create more leaders. When we share leadership, we're all a heck of a lot smarter, more nimble and more capable in the long run, especially when that long run is fraught with unknown and unforeseen challenges.

Change leadership styles

Not only do the greatest teammates allow different leaders to consistently emerge based on their strengths, but also they realize that leadership can and should be situational, depending on the needs of the team. Sometimes a teammate needs a warm hug. Sometimes the team needs a visionary, a new style of coaching, someone to lead the way or even, on occasion, a kick in the bike shorts. For that reason, great leaders choose their leadership style like a golfer chooses his or her club, with a calculated analysis of the matter at hand, the end goal and the best tool for the job.

My favorite study on the subject of kinetic leadership is Daniel Goleman's [Leadership That Gets Results](#), a landmark 2000 Harvard Business Review study. Goleman and his team completed a three-year study with over 3,000 middle-level managers. Their goal was to uncover specific leadership behaviors and determine their effect on the corporate climate and each leadership style's effect on bottom-line profitability.

The research discovered that a manager's leadership style was responsible for 30% of the company's bottom-line profitability! That's far too much to ignore. Imagine how much money and effort a company spends on new processes, efficiencies, and cost-cutting methods in an effort to add even one percent to bottom-line profitability, and compare that to simply inspiring managers to be more kinetic with their leadership styles. It's a no-brainer.

Here are the six leadership styles Goleman uncovered among the managers he studied, as well as a brief analysis of the effects of each style on the corporate climate:

1. **The pacesetter leader** expects and models excellence and self-direction. If this style were summed up in one phrase, it would be "Do as I do, now." The pacesetter style works best when the team is already motivated and skilled, and the leader needs quick results. Used extensively, however, this style can overwhelm team members and squelch innovation.
2. **The authoritative leader** mobilizes the team toward a common vision and focuses on end goals, leaving the means up to each individual. If this style were summed up in one phrase, it would be "Come with me." The authoritative style works best when the team needs a new vision because circumstances have changed, or when explicit guidance is not required. Authoritative leaders inspire an entrepreneurial spirit and vibrant enthusiasm for the mission. It is not the best fit when the leader is working with a team of experts who know more than him or her.
3. **The affiliative leader** works to create emotional bonds that bring a feeling

of bonding and belonging to the organization. If this style were summed up in one phrase, it would be "People come first." The affiliative style works best in times of stress, when teammates need to heal from a trauma, or when the team needs to rebuild trust. This style should not be used exclusively, because a sole reliance on praise and nurturing can foster mediocre performance and a lack of direction.

4. **The coaching leader** develops people for the future. If this style were summed up in one phrase, it would be "Try this." The coaching style works best when the leader wants to help teammates build lasting personal strengths that make them more successful overall. It is least effective when teammates are defiant and unwilling to change or learn, or if the leader lacks proficiency.
5. **The coercive leader** demands immediate compliance. If this style were summed up in one phrase, it would be "Do what I tell you." The coercive style is most effective in times of crisis, such as in a company turnaround or a takeover attempt, or during an actual emergency like a tornado or a fire. This style can also help control a problem teammate when everything else has failed. However, it should be avoided in almost every other case because it can alienate people and stifle flexibility and inventiveness.
6. **The democratic leader** builds consensus through participation. If this style were summed up in one phrase, it would be "What do you think?" The democratic style is most effective when the leader needs the team to buy into or have ownership of a decision, plan, or goal, or if he or she is uncertain and needs fresh ideas from qualified teammates. It is not the best choice in an emergency situation, when time is of the essence for another reason or when teammates are not informed enough to offer sufficient guidance to the leader.

Bottom line? If you take two cups of authoritative leadership, one cup of democratic, coaching, and affiliative leadership, and a dash of pacesetter and coercive leadership "to taste," and you lead based on need in a way that elevates and inspires your team, you've got an excellent recipe for long-term leadership success with every team in your life.

Part A - 6 LEADERSHIP STYLES, AND WHEN YOU SHOULD USE THEM (reflective questions)

1. What are the two different roles of a manager and a leader?

2. Are you more like a manager or a leader? Why?

3. What do the best managers consistently allow different leaders to do?

4. This is why the military style of top-down leadership is never effective?

5. What was Tom Peters's observation about good leaders?

6. After completing the chart in question 7, and reflecting back on the semester tell me what style of leadership or combination of leadership styles worked best for you. Make sure you include example(s) in your answer to support your answer.

7. Fill in Chart Below on different leadership styles.

Style of Leadership	Phrase that best describes leadership	Example when does this leadership works well	Example when does this leadership doesn't work well
1.			
2.			
3.			
4.			
5.			
6.			

Part B - 7 Steps To A Truly Effective Leadership Style (resource package)

If you've ever been led by a Mushroom (everyone's in the dark), a Seagull (swoops in, squawks and dumps), or a Kipper (two-faced and gutless), you'll be all too aware of the leadership style you don't want to be known for.

Fortunately, the simple fact that you are reading this summative resource instantly places you in an elite minority that is actually thinking about what you do want your leadership style to be known for. The vast majority just go to work and get on with it, in whatever style comes to them by default.

While this isn't necessarily a bad thing (there will always be certain strengths to your default style), failing to actively develop your leadership style will deny you full range and maximum effectiveness. And it means that certain situations will be a lot harder to handle.

Style and Substance

The substance of what you do—the result you deliver—is pretty fundamental in today's economy. But working on the way that you do it is what will launch you into a different sphere of success altogether—even if you already count yourself as pretty successful.

The leadership style you choose to use (and yes, to a great extent, it is an active choice you can make) has a direct impact on the result you achieve. It is what makes you memorable to others and fulfilled within yourself.

Redefining What's "Best"

So what can you do to develop your own leadership style into one that will be highly prized? Here are seven steps to selecting the best leadership style, with tips for putting those steps into action.

1. Be Bold

Boldness is an essential for leading upwards. To grab the attention of your bosses, you need to swallow a bold pill and confidently make your point with as little padding as possible.

Few would describe industrialist Richard Branson, founder of Virgin Records and Virgin Atlantic Airways among others, as a great communicator. But a great visionary—absolutely. His boldness can be breathtaking. And most of it stems from not giving a damn about what others might think of him.

"Have a bit of personality," advises Karen Boshier, Head of Stores for the

Mothercare Group's Southern UK region. "Courage fueled by a high degree of integrity and a dose of good judgment should give you the confidence to stand out."

"Be proud to apologize—I've found that shift in mindset really frees me up to challenge, take risks, and dare to make mistakes," she adds.

2. Be Strengths-Savvy

Daniel Goleman, the pioneer of Emotional Intelligence (EQ), conducted in-depth research on leadership style across the top two percent of leaders in 500 global firms and identified several broad styles of leadership (visionary, affiliative, coaching, democratic, directive and pace-setting).

Get to know your signature leadership style inside-out. Heighten your awareness of what you're good at, and consciously play to your natural strengths as much as possible.

3. Stretch Your Leadership Style

Alongside playing to your strengths, actively work to stretch into the leadership style(s) you find harder.

Goleman's EQ research findings in a nutshell: the most successful leaders can consciously draw on and seamlessly integrate all leadership styles, dependent on the situation. One size definitely does not fit all.

Masculine working environments tend to spawn quite a directive and pace-setting style. If this is not your natural approach, but is required within your job, find ways to blend your natural style with your "stretch style" so you're not putting on an act.

Dr. Samantha Collins, Aspire CEO and Founder, recently trained to be part of the Save The Children emergency relief team, and found that her natural coaching/affiliative style was not enough in moments of crisis.

"I needed to be incredibly directive and punchy—forceful, even," she reflects. "But what worked best for me was to give clear directions in as human and humorous a way as I could, so that the job got done more effectively but I didn't feel I was selling out on myself."

Blend with your team's leadership strengths to best advantage. "The best leaders are not well rounded...[but] the best teams are," says Tom Rath of Gallup, which has surveyed over 3 million people on the topic of leadership style and strengths.

4. Be "Going Somewhere"

Call it being visionary, call it setting direction, call it having a compelling point—creating hope for the future and helping people see the way forward is one of the

top four basic needs of followers, according to Gallup's latest research.

Recent studies by the Hay Group concur that to be a great leader, alongside being trustworthy, you simply must be able to communicate a vision of where you and others need to go. Not only will this inspire confidence downwards, among your team, it will also increase your impact upwards, among your bosses.

5. Be Follower-Focused

The best leaders are human and socially conscious. Recognizing the contribution of others and giving the team room to innovate is the best way to lead into a more resilient future.

6. Be Balanced

Strive for sustainable thought and action. The "do it and be damned with the consequences" approach may still be going on around you, but great leaders know that it won't wash long term.

7. Be True to You

Google lists 8.5 million web pages that all claim to have "the best" chocolate cake recipe. Presumably each is somebody's favorite!

Like chocolate cake, there's no such thing as "the best" leadership style in isolation. What there is, however, is the best leadership style for you, for a given situation. So give up trying to be something that you are not.

If you're not being authentic, people will see straight through you. Genuine passion and pride create a fast-track to building connection and trust. Integrity, authenticity and walking your talk are the cornerstones to building great internal and external relationships.

The most valuable thing you have to offer is yourself. Whatever your leadership style is, it is uniquely yours. Own it, have confidence in it, trust that it's not about becoming something completely different. None of the previous six steps will work without this ...

Part B - 7 Steps To A Truly Effective Leadership Style (reflective questions)

1. Why by you reading this summative resource instantly places you in an elite minority?

2. What do the vast majority do

3. What does actively developing your leadership style deny you?

4. What are the 7 truly effective traits of a good leader and in the chart below define each

Leadership Trait or Characteristic	Defintion or explanation of this trait
1.	
2.	

Leadership Trait or Characteristic	Defintion or explanation of this trait
3.	
4.	
5.	
6.	
7.	

5. . Give an example of when your leadership style stretch and what you do to overcome it and be successful?

6. When do you hold back in your leadership. What elements of your personality could you allow to shine through more to help you be a more effective leader?

7. Over the past semester think back and make a list of 2 to 3 things that worked well in helping you become a more effective leader? Why? .

8. Ask your students what they consider to be the 2 to 3 strengths of your leadership style.

9. How did the environment in which you lead complement your own leadership style?

10. Consider "Why should my students be taught by me?" Notice what you already bring them, and what they need more of from you to help them be more successful

Part C – Final thoughts on Leadership (reflective questions)

The most valuable thing you have to offer is yourself. Whatever your leadership style is, it is uniquely yours. Own it, have confidence in it, trust that it's not about becoming something completely different. None of the previous six steps will work without having a good, respectful working relationship?

If it doesn't feel right – it's probably not. Find your own way and stick to it, with confidence!

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1. Write a short reflective essay that you can share your final thought about this semester in the position of a coach, teacher and/or leader. In this reflection I want you to incorporate the answers to the following questions. Not necessarily in the order that I suggest them. How do you influence others to adopt a new ideas or programs to be more successful? How do you troubleshoot problems? How do you know whether you are a successful leader or not? Where does your inner strength come from to make the tough decisions? And finally What makes you a good leader?