

Developing Good Leadership Skills

Institute of Government for County Officials

Level I - Elective

Presented by:

Bill Tomes

August 1, 2020



“To an extent, leadership is like beauty; it’s hard to define, but you know it when you see it.”

Warren Bennis

LEADERSHIP

Leaders create loyalty and commitment to the organization’s vision. Leadership is accomplished through attitudes and behaviors rather than through specific skill sets. Leaders serve the organization and the people in it. Great leaders recognize that the way you conduct yourself is the most you can expect from your followers.

What are the personal qualities and behaviors you expect to see in leaders?

- 1.
- 2.
- 3.
- 4.
- 5.

ORANGE

“I act on a moment’s notice. I consider life as a game, here and now. I need fun, variety, stimulation, and excitement. I value skill, resourcefulness, and freedom. I am a natural trouble-shooter, a performer, and a competitor.”

Good at adding spice to any situation
 Lives in the moment
 Gather information from their intuition
 Exuberant and generous in gift-giving
 May have short attention span
 Especially interested in ACTION
 Respond to tactile, tangible activities
 Optimistic, bold, eager
 Our best performers, athletes, and actors

Characteristics	Strengths	Values	Stressors
<input type="checkbox"/> What? <input type="checkbox"/> Action-Oriented <input type="checkbox"/> Upbeat/ Positive <input type="checkbox"/> Quick Witted <input type="checkbox"/> Competitor/ Performer	<input type="checkbox"/> Energetic <input type="checkbox"/> Engaging <input type="checkbox"/> Negotiating <input type="checkbox"/> Risk-Taker <input type="checkbox"/> Confident <input type="checkbox"/> Creative	<input type="checkbox"/> Freedom <input type="checkbox"/> Flexibility <input type="checkbox"/> Variety <input type="checkbox"/> Competition <input type="checkbox"/> Action <input type="checkbox"/> Fun	<input type="checkbox"/> Deadlines <input type="checkbox"/> Structure <input type="checkbox"/> Tedium <input type="checkbox"/> Taking life too seriously

Orange Leadership Style

- Expects immediate action
- Assumes flexibility
- Works in the here and now
- Performance oriented
- Welcomes change
- Institute change quickly
- Expects people to “make it fun”

Bring Out the Best in an Orange by

- Assign tasks which are action-packed or “hands-on”
- Outline the positive results of your solution or plan
- Give them end result and allow them the freedom to accomplish it in their own way
- Get to the point and keep moving
- Be prepared to take action on assignments
- Assign deadlines
- Ensure flexibility
- Be energetic

- Praise their performance, their flare
- Have fun!

GOLD

“I follow the rules and respect authority. I have a strong sense of what is right and wrong in life. I need to be useful and to belong. I value home, family, and tradition. I am a natural preserver, a good citizen, and helpful.”

Value responsibility and sense of DUTY above all else
 Will follow through at all costs, dependable, true
 Good at organizing vague, random thoughts and putting things into action
 Detail oriented, predictable
 Serious, duty-oriented, aware of what one is “supposed to do”
 Practical and realistic
 “Be prepared!”
 A deep commitment to the standards of our society
 Heritage, history, family and tradition are important values
 High priority to belong to social units

Characteristics	Strengths	Values	Stressors
<input type="checkbox"/> How? <input type="checkbox"/> Planners <input type="checkbox"/> Practical <input type="checkbox"/> Detail-Oriented <input type="checkbox"/> Self-disciplined <input type="checkbox"/> Consistent <input type="checkbox"/> Caring	<input type="checkbox"/> Organization <input type="checkbox"/> Prepared <input type="checkbox"/> Dependable <input type="checkbox"/> Helpful <input type="checkbox"/> Loyal <input type="checkbox"/> Task-Oriented	<input type="checkbox"/> Efficiency <input type="checkbox"/> Routine <input type="checkbox"/> Hierarchy & Tradition <input type="checkbox"/> Fairness <input type="checkbox"/> Family <input type="checkbox"/> Roles & Responsibilities	<input type="checkbox"/> Change <input type="checkbox"/> Uncertainty <input type="checkbox"/> Lack of planning <input type="checkbox"/> Interruptions <input type="checkbox"/> Tardiness <input type="checkbox"/> Disorder

Leadership Style

- Expects punctuality, order, and loyalty
- Assumes “right” way to do things; sees things in black and white
- Seldom questions tradition
- Rules oriented
- Detailed/ thorough approach, threatened by change
- Prolonged time to initiate change
- Expects people to “play” their roles

Bring Out the Best in a Gold by

- Assign detail oriented work
- Clearly define roles and responsibilities
- Set goals and milestones
- Present information in a logical, linear fashion
- Be punctual and reliable
- Avoid abrupt changes
- Share in the work
- Take work ethic seriously

- Give feedback; let them know they're on the right track
- Praise their contributions

BLUE

“I need to feel unique and authentic. I look for meaning and significance in life. I need to contribute, to encourage, and to care. I value integrity and unity in relationships. I am a natural romantic, a poet, and a nurturer.”

Value HARMONY above all else
 Good at reading people, understanding human dynamics
 Sensitive to others
 Emotionally-based decision making
 Perceptive, “people pleaser”, team player
 Sympathetic, empathetic, compassionate
 See the potential in others
 Centered on people, relationships and interaction

Characteristics	Strengths	Values	Stressors
<input type="checkbox"/> Who? <input type="checkbox"/> Optimistic <input type="checkbox"/> Emotional <input type="checkbox"/> Decision Maker <input type="checkbox"/> Peacemakers <input type="checkbox"/> People Pleasers <input type="checkbox"/> Caretakers	<input type="checkbox"/> Cooperative <input type="checkbox"/> Imaginative <input type="checkbox"/> Considerate <input type="checkbox"/> Helpful <input type="checkbox"/> Communicators <input type="checkbox"/> Motivators	<input type="checkbox"/> Harmony <input type="checkbox"/> Relationships with others <input type="checkbox"/> Honesty <input type="checkbox"/> Sincerity <input type="checkbox"/> Teamwork <input type="checkbox"/> Optimism <input type="checkbox"/> Positive Feedback	<input type="checkbox"/> Lack of Respect <input type="checkbox"/> Lack of Support <input type="checkbox"/> Conflict <input type="checkbox"/> Negativity

Leadership Style

- Expects others to express views; values opinions
- Assumes “family spirit”
- Works to develop others potential (encourager/ motivator)
- Democratic, unstructured approach (fairness, wants to include others and can be flexible to do that)
- Encourage change by appealing to human potential
- Expects people to develop their potential

Bring Out the Best in a Blue by

- Assign people-oriented tasks
- Establish a warm and personal working atmosphere
- Outline how the task will impact people
- Be open and honest
- Promote harmony & avoid conflict
- Acknowledge their creative contributions
- Provide one-on-one feedback
- Remember their name and connect with them personally

GREEN

“I seek knowledge and understanding. I live life by my own standard. I need explanations and answers. I value intelligence, insight, integrity, and justice. I am a natural non-conformist, a visionary, and a problem solver.”

Strong urge to be COMPETENT
 Good at solving problems, figuring things out, wondering “What if...?” or asking “Why?”
 Theoretical, puzzlers, need to know the reasons behind something
 Objective, quantitative
 Value cause and effect
 Help us figure out all the possibilities
 Quick to point out mistakes in others
 Respects abilities, skills, and ingenuity
 Life-long learners
 Individualistic
 Can be vulnerable to “all work and no play”

Characteristics	Strengths	Values	Stressors
<input type="checkbox"/> Why? <input type="checkbox"/> Analytical <input type="checkbox"/> Seek Knowledge <input type="checkbox"/> Inventive <input type="checkbox"/> Individualistic <input type="checkbox"/> Cool, calm, collected	<input type="checkbox"/> Innovative <input type="checkbox"/> Visionary <input type="checkbox"/> Intellectual <input type="checkbox"/> Objective <input type="checkbox"/> Problem Solvers	<input type="checkbox"/> Competency <input type="checkbox"/> Independence <input type="checkbox"/> Facts/ Data <input type="checkbox"/> Challenge <input type="checkbox"/> Justice <input type="checkbox"/> Integrity	<input type="checkbox"/> Tedium <input type="checkbox"/> Instant or No Deadlines <input type="checkbox"/> Emotions vs. Logic <input type="checkbox"/> Lack of knowledge <input type="checkbox"/> Indecisiveness

Leadership Style

- Expects intelligence and competence
- Assumes task relevancy
- Seeks ways to improve system
- Visionary
- Analytical
- Encourages change for improvement
- Constantly “in process” of change
- Expects people to follow through

Bring Out the Best in a Green by

- Assign projects that require analytical thinking & problem solving
- Inspire them with futuristic ideas and possibilities
- Realize their need to question, explore, and ponder

- Focus on facts & data, not personal issues
- Meet one-on-one or in small group settings
- Provide logical, objective feedback from an “expert”, if possible
- Praise their ingenuity

Goleman's Six Leadership Styles

Style	Purpose	In a phrase	When it works best	What Color?
<i>Commanding</i>	Gains compliance; obedience	<i>Do what I tell you to do!</i>	In a crisis; dealing with problem employees	
<i>Visionary</i>	Mobilizes people toward a vision	<i>Come with me.</i>	When clear direction is needed	
<i>Affiliative</i>	Creates harmony and builds emotional bonds	<i>People come first.</i>	To heal rifts; to motivate in stressful circumstances	
<i>Democratic</i>	Forges consensus through participation	<i>What do you think?</i>	To get buy-in; to get valuable input	
<i>Pacesetting</i>	Sets high standards for performance	<i>Do as I do, now!</i>	To get immediate results	
<i>Coaching</i>	Develops people for the future	<i>Try this.</i>	To get long term results	

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83

Commanding

The commanding leader demands immediate compliance. If this style were summed up in one phrase, it would be "Do what I tell you to do." This mostly coercive style is most effective in times of crisis, such as in an organizational turnaround or a takeover attempt, or during an actual emergency like a tornado or a fire. This style can also help control problem people 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.

Visionary

The visionary leader mobilizes the organization toward a common vision and focuses on end goals. If this style were summed up in one phrase, it would be "Come with me." The visionary style works best when a new vision or clear direction is needed. Authoritative leaders inspire an entrepreneurial spirit and vibrant enthusiasm for the mission. It may not be the best fit when the leader is working with a group of experts who know more than him or her.

Affiliative

The affiliative leader works to create emotional bonds that bring a feeling of 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 employees need to heal from a trauma, or when the organization 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.

Democratic

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 group 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 employees. It may not be the best choice in an emergency situation when employees are not skilled enough to offer sufficient guidance to the leader.

Pacesetting

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 group is already motivated and skilled, and the leader needs quick results. Used extensively, however, this style can overwhelm and squelch innovation.

Coaching

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 employees build lasting personal strengths that make them more successful overall. It is least effective when employees are defiant and unwilling to change or learn, or if time is of the essence.

