

# Institute of Government for County Officials

## Annual Conference | August 4, 2018



# Developing Good Leadership Skills

# Leadership Styles Defined

**Leadership Style** is the manner and approach of:

- Providing direction
- Implementing plans
- Motivating people

Includes the total pattern of explicit and implicit actions performed by their leader

Defined by how you are seen by your employees, stakeholders, and constituents.





How do you know you  
are a good leader?



# Types of Leaders



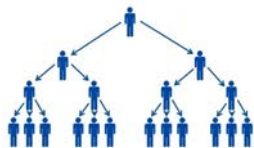
Transformational



Bureaucratic



Autocratic



Transactional



Laissez-faire



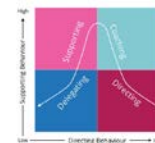
Charismatic



Servant



Democratic



Situational



## Transformational

Considered among the most desirable by employees

Inspire staff through effective communication

Creating an environment of intellectual stimulation

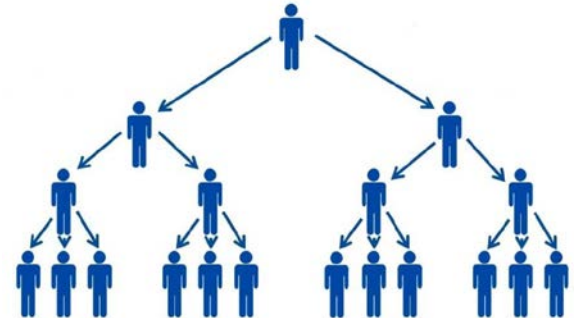
---

## Transactional

Focused on group organization

Establishing a clear chain of command

Implements a carrot-and-stick approach to management





## Servant

Prefer power-sharing models of authority

Prioritize the needs of their team

Encouraging collective decision-making

---

## Autocratic

More extreme version of transactional leadership

Have significant control over staff

Rarely consider worker suggestions or share power





## Laissez-faire

Laissez-faire literally means “let them do” in French

Approach is hands-off approach

Allows employees to work on tasks as they see fit

---

## Democratic

Also known as participative leadership

Often asks for input from team members before making a final decision





## **Bureaucratic**

Found in highly regulated or administrative environments

Adherence to the rules and a defined hierarchy are important

---

## **Charismatic**

Relies heavily on charm and personality



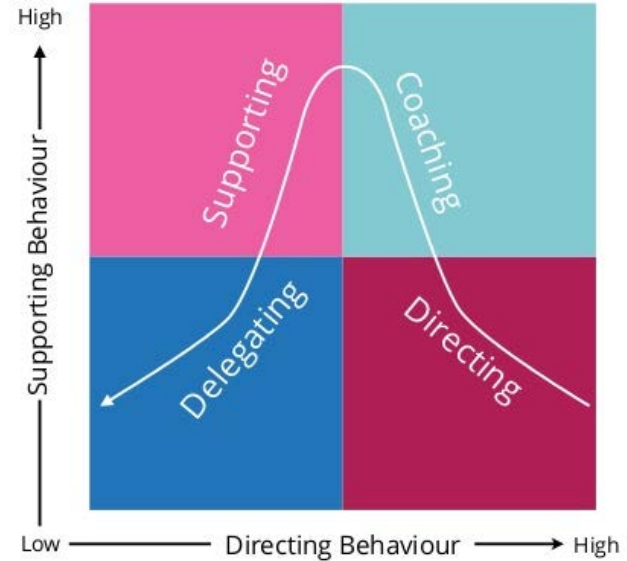




# Situational

Developed by management experts Paul Hersey and Ken Blanchard in 1969

The best leaders utilize a range of different styles depending on the environment



# What Type Of Leader Are You?



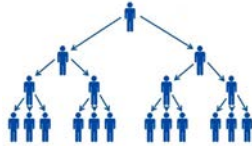
Transformational



Bureaucratic



Autocratic



Transactional



Laissez-faire



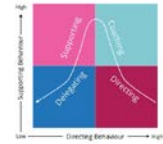
Charismatic



Servant



Democratic



Situational



Is it possible to be a  
great **leader** without  
being a great  
**communicator**?



“What if, and I know this sounds kooky,  
we communicated with the employees.”

# Poor Communication

Effects
Lack of feedback
Lack of transparency
Promotes negativity
Inconsistent communication



Results
Low morale
Poor productivity
Lack of trust
Lack of teamwork



# 7 C's of Communication



# 7 C's of Communication

Credible

- State the facts

Clear

- Stay focused

Concise

- Be brief

Consistent

- Book regular meetings



# 7 C's of Communication

## Compelling

- Connect story to key stakeholders

## Conversational

- Be authentic & interact

## Compassionate

- Listen w/ empathy



*To be persuasive we  
must be believable; to  
be believable we must  
be credible; credible we  
must be truthful.*

*-Edward R. Murrow*





How do you think your  
leadership style affects how  
you communicate with your  
employees, stakeholders,  
and constituents?

In County Government, it is important  
to **understand** who your stakeholders  
are and how you **interact** them

# Leading with Impact

## Management **vs.** Leadership



*Are you a disruptor or **being disrupted?***

-Malcolm Chapman, NLC, Arkansas, June 2018



How do you  
intend to lead?

# THANK YOU!

## CONTACT

Carolyn Sawyer, CEO

## PHONE

888.729.9373

## EMAIL

[carolyn@tomsawyercompany.com](mailto:carolyn@tomsawyercompany.com)

## WEBSITE

[www.tomsawyercompany.com](http://www.tomsawyercompany.com)