

Effective leaders empower others to accomplish personal goals and contribute to the successful completion of group objectives. Leaders are in a position to model behaviors for others to emulate. They provide guidance and feedback throughout the course of assigned projects and often help others improve their skills.

While a person may be both a leader and a manager, there is a difference in the skill sets needed for these roles. Within Toastmasters, managing deals mostly with planning, organizing, and facilitating specific tasks (such as the club treasurer managing the club's budget). Leading deals with people, whether they are individuals or groups. Great leaders inspire others to follow them.

ATTRIBUTES OF A SUCCESSFUL LEADER

The essential qualities of an effective, empowered leader can be narrowed down to a few primary areas of expertise. Effective leaders are excellent communicators and display a high level of personal integrity. They are open-minded, optimistic, and lead by example.

EFFECTIVE COMMUNICATOR

Communicates expectations, goals, and plans with others in a direct, concise, and thoughtful manner.

LEADS BY EXAMPLE

Expresses leadership through words and actions. It is not enough to simply tell others what to do.

OPTIMISTIC

Optimism is the ability to focus on the beneficial side of situations and expect positive outcomes. An optimistic attitude creates the opportunity to overcome obstacles and adversity.

OPEN-MINDED

Open-mindedness means considering new ideas and viewing situations without bias. Listening to others and incorporating their ideas places value on every member of a team.

DEMONSTRATES INTEGRITY

Demonstrates personal integrity by acknowledging and giving credit to others. Personal integrity refers to the ability to be honest and ethical. Integrity builds the trust you need for a strong team and increases the likelihood of accomplishing team goals.

Leadership attributes are specific actions a leader may take. Leadership styles are broader concepts that define a leader's overall approach. By understanding both the behaviors and styles of leadership, you can identify techniques that will help you succeed in any environment.

At this time, complete the Discover Your Leadership Style questionnaire on the following pages.

IDENTIFYING YOUR LEADERSHIP STYLE

At this time, refer to the Leadership Style Scoring Guide on page 20 to identify your leadership style. Calculate your scores and keep them available for review as you read through the remainder of this project.

Bureaucratic

- ■ This leader stringently establishes and enforces rules.
- ■ The leader's decisions are absolute.
- ■ This leader motivates by discipline and demands immediate compliance.
- ■ This leader engages in top-down interactions.
- ■ This style is not effective when trying to lead highly skilled individuals, as they often become resentful of micromanagement.
- ■ This style is most effective when a decision has to be made in a short amount of time.

Authoritative

- ■ This leader provides long-term direction and focuses on end-goals.
- ■ This leader often has more experience and knowledge than those she leads.
- ■ This leader motivates by inspiring enthusiasm for the mission.
- ■ This leader gives clear direction and sets standards.
- ■ This style is less effective when explicit guidance is required.
- ■ This style is most effective when a change of direction or vision is required.

Innovative

- ■ This leader shares a vision of the future and pursues excellence.
- ■ This leader encourages innovative ideas.
- ■ This leader motivates by promoting respect for team members' creativity.
- ■ This leader invites collaborative conversation.
- ■ This style can be less effective when risks taken make team members apprehensive.
- ■ This style is most effective when solving complex problems.

Pacesetter

- ■ This leader expects those he leads to embrace new projects and move with speed.
- ■ This leader focuses on productivity.
- ■ This leader motivates by setting high standards of performance, and then leads by example.
- ■ This leader does not feel it necessary to communicate a lot of detailed instructions.
- ■ This style can be ineffective if used over a long period of time.
- ■ This style is effective when team members are self-motivated and highly skilled.

UNDERSTANDING YOUR LEADERSHIP STYLE Page 11

- ■ This style relies on consensus decision-making.
- ■ This leader is comfortable allowing others to occasionally take the lead.
- ■ This leader motivates by providing opportunity for participation.
- ■ This leader uses collaboration and communication to receive input from team members.
- ■ This style is ineffective when time is limited or if team members do not have the knowledge or expertise to make quality contributions.
- ■ This approach is most effective when the knowledge of the entire team is needed to

solve a problem or find direction.

Affiliative

- ■ This leader's objective is to create a cohesive unit by emphasizing teamwork and harmony.
- ■ This leader is collaborative and focuses on emotional needs. The affiliative style is often used effectively alongside visionary leadership.
- ■ This leader motivates by creating positive personal relationships and avoids conflict.
- ■ This style is less effective when the leader has difficulty giving negative feedback and performance is not emphasized.
- ■ This style is effective in increasing morale, repairing broken trust, and working through stressful circumstances.

Coaching

- ■ This leader concentrates on preparing individuals for the future by building skills.
- ■ This leader excels with individuals or groups that have not yet realized their full potential.
- ■ This leader motivates by challenging the individual.
- ■ This leader communicates with positive statements to foster a high level of personal gratification.
- ■ This style is less effective when those being coached are adverse to change.
- ■ This style is most effective in a one-on-one setting when the person being coached is receptive to the close working relationship of this leadership style.

Altruistic

- ■ This leader personalizes approaches to meet the individualized needs of the team.
- ■ This leader leads in order to better serve others.
- ■ This leader motivates by her empowering, ethical approach.
- ■ This leader focuses on active listening, empathy, and commitment to building community.
- ■ This style can be ineffective if not given sufficient time to apply a long-term perspective.
- ■ This style is effective in creating a positive culture and promoting high morale.

Page 12 UNDERSTANDING YOUR LEADERSHIP STYLEEFFECTIVE USE OF YOUR LEADERSHIP STYLE

After reviewing your scores, take note of your dominant style. You may have high scores in more than one area. Take note of how those attributes are manifested in your day-to-day life.

Understanding your personal strengths and preferences can help you adjust your leadership style to be effective in varied environments with different individuals and teams. This flexibility makes leading others and achieving desired outcomes possible, regardless of the situation.

The attributes with lower scores may still be developed and nurtured. Look for opportunities to practice leadership attributes that are not part of your usual style. By remaining conscious of your choices, you can develop skills and build a broader range of leadership attributes.

As you take on new leadership roles, pay attention to how and when you apply your usual leadership style. Review past leadership experiences, outcomes, and feedback to determine your effectiveness. You can deepen your understanding by taking time to research different leadership styles and their impacts.

By being aware and evaluating results, you can assess if your style is effective or if

adopting a different style would be more beneficial in your current situation. The better your understanding of your own personal style, the more effectively you will be able to lead.

REVIEW AND APPLY

Before you complete the assignment, take a moment to read through the questions you see here. If you are not able to answer them comfortably, review the project.

- ■ How do behaviors and leadership styles impact those whom you lead and your desired outcomes?
- ■ Why is it important to adapt your leadership style based on the situation and the people being led?
- ■ What is the purpose of leadership?
- ■ How do you define the qualities of a good leader?