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## **4. Leadership Models and Motivation**



# Exercise: Identifying Your Current Leadership Styles

## Instructions:

1. Look at the Tannenbaum & Schmidt Continuum of Leadership Behavior
2. For each leadership behavior, rate how often you currently use that style on a scale from 1 to 5:
  - 1 = Rarely Use
  - 5 = Frequently Use

## Leadership Behaviors and Usage Level

<b>Tells:</b> You make the decision and tell your team what to do.	1	2	3	4	5
<b>Sells:</b> You make the decision, but you try to get your team on board by "selling" them on the benefits.	1	2	3	4	5
<b>Suggests:</b> You share your ideas and encourage your team to ask questions. You still have the final say.	1	2	3	4	5
<b>Consults:</b> You come up with a decision, but you're open to changing it based on what your team thinks.	1	2	3	4	5
<b>Participates:</b> You bring a problem to your team and ask for their input and suggestions before making a decision.	1	2	3	4	5
<b>Delegates:</b> You set some limits, but then you hand over the decision-making power to your team.	1	2	3	4	5
<b>Abdicates:</b> You give your team complete freedom to explore options and make decisions on their own.	1	2	3	4	5

## Reflection Questions:

1. Which leadership style do you use the most? Why do you think that is?
2. Which style do you use the least? What factors contribute to this?
3. How do you think your current usage of different leadership styles impacts your team's performance and morale?
4. Can you think of situations where you might need to use a leadership style that you currently use less often? How can you prepare yourself for such situations?

# Exercise: Assessing Team Members for Optimal Leadership Style

**Objective:** Evaluate your team members' readiness levels and choose the appropriate leadership style for each individual.

## Instructions:

1. **List Your Team Members:** Write down the names of each of your team members.
2. **Identify Tasks and Assignments:** For each team member, identify the main tasks, assignments, or types of work they are responsible for.
3. **Evaluate Skills:** Assess the skill level of each team member for their respective tasks. Use a scale from 1 to 5, where 1 indicates very low skill and 5 indicates very high skill.
4. **Evaluate Willingness:** Assess the willingness (motivation, confidence, and commitment) of each team member to perform their tasks. Use a scale from 1 to 5, where 1 indicates very low willingness and 5 indicates very high willingness.
5. **Determine Leadership Style:** Based on the skill and willingness assessments, determine the most appropriate leadership style for each team member using the **Situational Leadership Model**:
  - **Telling (Directing):** High Guidance, Low Support (for low skill and low willingness)
  - **Selling (Coaching):** High Guidance, High Support (for low skill and high willingness)
  - **Participating (Supporting):** Low Guidance, High Support (for high skill and low willingness)
  - **Delegating:** Low Guidance, Low Support (for high skill and high willingness)
6. **Document Your Findings:** Use the template below to document your findings for each team member. Consider any adjustments you might need to make to better support your team's development and performance.

Template:

Team Member	Task/Assignment	Skill Level (1-5)	Willingness Level (1-5)	Recommended Leadership Style
[Name]	[Task]	[1-5]	[1-5]	[Telling / Selling / Participating / Delegating]
[Name]	[Task]	[1-5]	[1-5]	[Telling / Selling / Participating / Delegating]
[Name]	[Task]	[1-5]	[1-5]	[Telling / Selling / Participating / Delegating]
[Name]	[Task]	[1-5]	[1-5]	[Telling / Selling / Participating / Delegating]

# Exercise: Evaluating the Motivational Factors in Your Workplace

To assess and improve the work environment for your direct reports using the provided checklist.

## Instructions:

1. Select one of your direct reports to focus on for this exercise.
2. For each category (Achievement, Responsibility, Recognition, Meaningfulness, and Opportunities for Growth and Advancement), rate your employee's current situation on a scale of 1-5 (1 being lowest, 5 being highest).
3. Identify the lowest-scoring category.
4. Choose three specific items from the lowest-scoring category that you believe need the most improvement.
5. For each of these three items, brainstorm one concrete action you can take to address it.

# Reflection Exercise: Understanding Your Management Perceptions

Think for a minute about the following:

- What do you believe truly motivates each individual on your team?
- How is that shaping your management style?
- Are you micromanaging unnecessarily or giving them room to step up and shine?

There's no universally "right" answer, but self-awareness is key.

# Exercise: What Are the Dissatisfiers in Your Workplace?

## Two-Factor Theory: Creating a motivating environment

Think about your workplace. What are the things you are or people in your company not satisfied about?

- Company Policies
- Supervision
- Salary
- Interpersonal Relations
- Working Conditions
- Job Security

# Motivation Checklist

This is a good checklist for evaluating what might be missing from the work of our direct reports.

## **Achievement:**

- Is there an opportunity for a sense of completion?
- Are there clear goals and targets to which individuals can relate?
- Is there a sense of ownership over their work?
- Is there a plan in place for ongoing feedback?
- Can the person measure their progress in attaining goals?
- Does this job require a person to learn more or develop their technical knowledge and expertise?

## **Responsibility:**

- Is there a degree of freedom in the job?
- Is the person in control of their own behavior?
- Is there a degree of risk involved?
- Does the individual have the authority to make decisions and solve problems independently?
- Do they direct the work of others?
- Are they accountable for important resources?

## **Recognition:**

- Is there an opportunity for visibility?
- Is there an opportunity for recognition by management?
- Do accomplishments get noticed or publicized?
- Is performing this job a preparation for higher levels of responsibility?
- Is it good training for moving laterally within the organization?

## **Meaningfulness:**

- Is the work challenging?
- Does the work have value in and of itself?
- Does it allow for personal growth?
- Does it increase self-confidence?
- Does it improve the ability to work with others?



**Opportunities for Growth and Advancement:**

- Can employees learn from their work?
- Is promotion (lateral or vertical) possible?
- Can employees learn new skills?
- Will others in the organization see the results of the employee's work?

# Improving Your Team's Competence, Autonomy and Relatedness

As a manager, address the three basic psychological needs from Self-Determination Theory to foster intrinsic motivation in your team:

## 1. **Competence**

- Assess current skill development opportunities
- Identify areas for additional training or resources
- Plan tailored learning initiatives and goal-setting practices

## 2. **Autonomy**

- Evaluate current decision-making power given to team members
- Identify areas to delegate more responsibility
- Consider ways to involve team members in decision-making processes
- Encourage initiative in approaching tasks and setting goals

## 3. **Relatedness**

- Assess team connection, support, and inclusivity
- Plan team-building activities and open communication channels
- Develop strategies to foster an inclusive environment
- Encourage collaboration and value diverse perspectives

### **For each area:**

1. Reflect on current practices
2. Identify improvement opportunities
3. Develop a concrete action plan

Remember, supporting self-determination is an ongoing process. Continuously seek input from your team and adjust your approach to create an environment that nurtures competence, autonomy, and relatedness, ultimately enhancing motivation and engagement.