

Adapting Your Leadership Style

The Four Behavior Styles and How to Make Them Work For You

Qualities of an Effective Leader

- Model the behavior you want to see in others.
- Communicate with passion and conviction.
- Engage and involve others.

Style Differences

- Relator: Go slow and focus on relationships
- Socializer: Go fast and focus on relationships
- Thinker: Go slow and focus on tasks
- Director: Go fast and focus on tasks

Nonverbal Messages

- **Voice:** Volume, pitch, and rate
- **Connecting:** Physical distance, eye contact, head nodding

Skills to Improve Understanding

- Reflection: Make your thinking process visible to others
- Inquiry: Discover others' thinking process

Listener-Centered Focus

- Big picture-oriented or detail-oriented
- Extremely busy or has time to talk
- Familiar with subject or needs explanation
- Avoid "charging-rhino" syndrome

Communicate with Your Boss

- Adapt to your boss's behavior, modify your style to fit your boss.
- When you and your boss disagree, keep your cool and stand up when it counts.

Influencing Language

Frame the message positively:

- Say what can be done
- Tell the reader what to start doing
- Give the message in the best possible light

Influencing Language (continued)

The Motivational Factor

- **Intrinsic motivation:** meaningfulness, impact, choice, competence
- **Extrinsic motivation:** money, benefits, recognition, education, fairness, support

Conducting One-on-Ones

- Make them informal and frequent.
- Offer more positive than negative feedback.
- Use the ACT format: be action-oriented, concise, and timely.
- Include two way questions.
- Seek feedback on your feedback.

Giving Positive Feedback

- Distinguish between praise and flattery.
- Praise with no expectations.
- Follow with a question.
- Use third-party praise occasionally.
- Award superiors with praise.

Giving Negative Feedback

- Examine your motives first
- Start with a question
- Focus on problem solving
- Separate fact from opinion
- Focus on one performance issue at a time.
- End the session with encouragement.

The Four Most Important Meeting Outcome

1. Clear Results
2. Efficient use of people's time
3. Sense of accomplishment
4. Even participation

Direct

Provides a summary, focuses on bottom line, use for good news or routine info

vs.

Indirect

Premise builds to a decision, use for bad news or complex information