



10 LEADERSHIP STYLES

OBJECTIVE:

To encourage people to reflect on different styles of leadership.

GENERAL INFORMATION:

This section offers three options for analysing leadership.

1. A 3 way analysis
2. A 4 way analysis
3. A 6 way analysis

If you have time you may want to do an exercise linked to each of these but if not you will need to choose which model to use. This decision will be determined by:

- a) the experience and understanding of the people you are training,
- b) the discussions which have already taken place in this training element.

At the end of this section is a handout which details all three approaches, so even if you only cover one approach you can introduce others.

METHOD:

i) The 3 way approach

Constructing arguments

This exercise involves three groups responding to a set of statements by constructing their arguments to counter the proposition being put forward. Each group will have a designated leader, who will be briefed

to follow a particular leadership style, and equal numbers (3–10 people).

PREPARATION:

You will need a series of cards with a number of challenging statements on them. These should be developed by the trainer and be relevant to the group and culture.

EXAMPLES:

- All people are naturally good
- A totally peaceful world is possible
- As we grow older we become more conservative
- Competition is healthy
- Personal feelings should be controlled at all times
- Real men should not cry
- A woman's work is at home
- Leaders must be strong people

TIMING:

The exercise will take about 2 hours

WHAT TO DO:

Introduce the exercise as being a way of looking at leadership and its effect on groups and individuals.

Divide the people into three random groups and ask for a volunteer from each group. This volunteer will act as the leader.

You will need to brief the three leaders as follows:

“You are going to be leader of the group. The task for the group is as follows: I (the trainer) have four cards with challenging statements on them. I will turn them over one at a time. Your job is to help your group to develop an argument which will oppose the statement on the

card. The argument should be backed up, if possible, by evidence. You will have 15 minutes for each argument to be prepared. At the end of the 15 minutes I will turn over the next card and you should repeat the exercise for that statement. At the completion of the four cards (one hour) you will need to have your group summarise its arguments and decide how the feedback to the rest of the group will take place. I will make a judgement about which group has the strongest arguments.

“You must explain the task to your group and enable them to complete it by using the leadership style allocated to you from the three outlined below”.

DEMOCRATIC (1 group) - You should encourage everyone to take part and to share their their ideas etc. Although you are responsible for getting the task done you do not want to dominate the process; you want everyone to make an equal contribution.

LAISSEZ FAIRE (1 group) - You should be quite laid back about things. Give few, if any, instructions, leaving people to sort things out for themselves.

AUTHORITARIAN (1 group) - You are in charge and want the structure built your way. You should tell people what you want them to do.

You must not divulge to your group which style of leadership you are adopting no matter how hard you are pushed.

General discussion - lead a discussion on the exercise. This could look at some or all of the following points:

- Which groups enjoyed the task?
- Which group developed the most creative / substantial / coherent arguments?
- How members of different groups felt during the exercise?
- Was there any anger about? Which groups did it come from?
- Was there any humour in the groups? Which? Why?

ii) THE 4 WAY APPROACH

- Telling
- Selling
- Participating
- Spectating

PREPARATION:

You will need some sheets of newsprint and copies of the 4 way approach handout.

TIMING:

The exercise will take about 45 minutes.

WHAT TO DO:

Distribute the 4 Way Approach handout and/or write this up on a sheet of newsprint. Make sure people are clear about the differences.

Divide people into groups of 6-8 and ask them to discuss and note down on newsprint:

- a) Examples of situations where they have used the 4 Approaches

and/or

- b) Examples of situations where it would be appropriate to use the 4 Approaches.

Give people 20 minutes to do this.

Bring the whole group back together and compare and contrast the different examples. See if any one style is used more or less than the others, explore why this is the case.

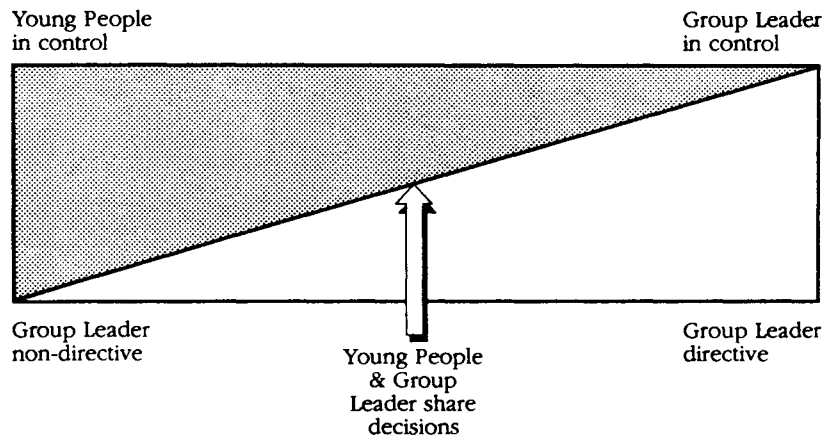
iii) THE 6 WAY APPROACH

- Observer/Reflector
- Facilitator

- Activator
- Advisor
- Teacher
- Instructor

PREPARATION:

You will need sheets of newsprint written out as follows for each sub-group and copies of the 6 Way Approach handout.



TIMING:

The exercise will take about 40 minutes.

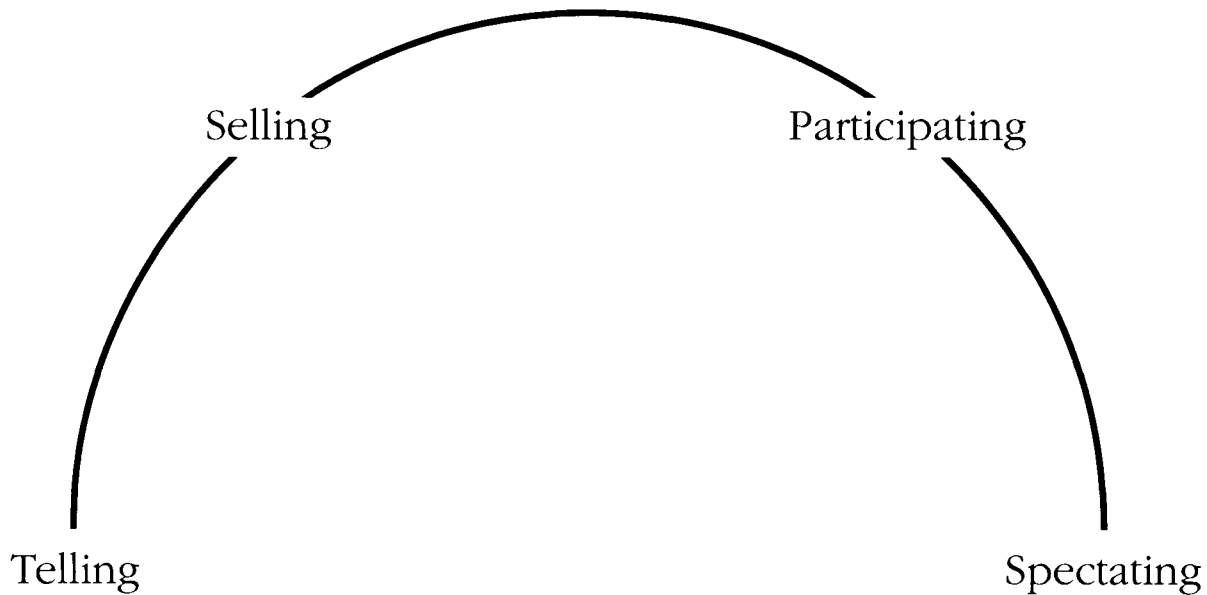
WHAT TO DO:

Divide the group into sub-groups of 4-6 people.

Show them one of the prepared newsprint sheets and explain that their task is to come up with some examples which can be placed at different parts of the continuum. Give the group 20 minutes to do this. Stick the sheets up on the wall and get people to look at them. Discuss any similarities and differences.

Give out the 6 Way Approach handout and go through this. Relate this back to the examples.

LEADERSHIP STYLES - THE 4 WAY APPROACH



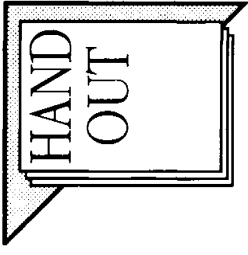
Telling - which consists of giving straightforward orders often without explanation.

Selling - where the group leader has something in mind that s/he wants people to do, such as pony trekking, and then tries to persuade people that it is a good idea and that they should take part.

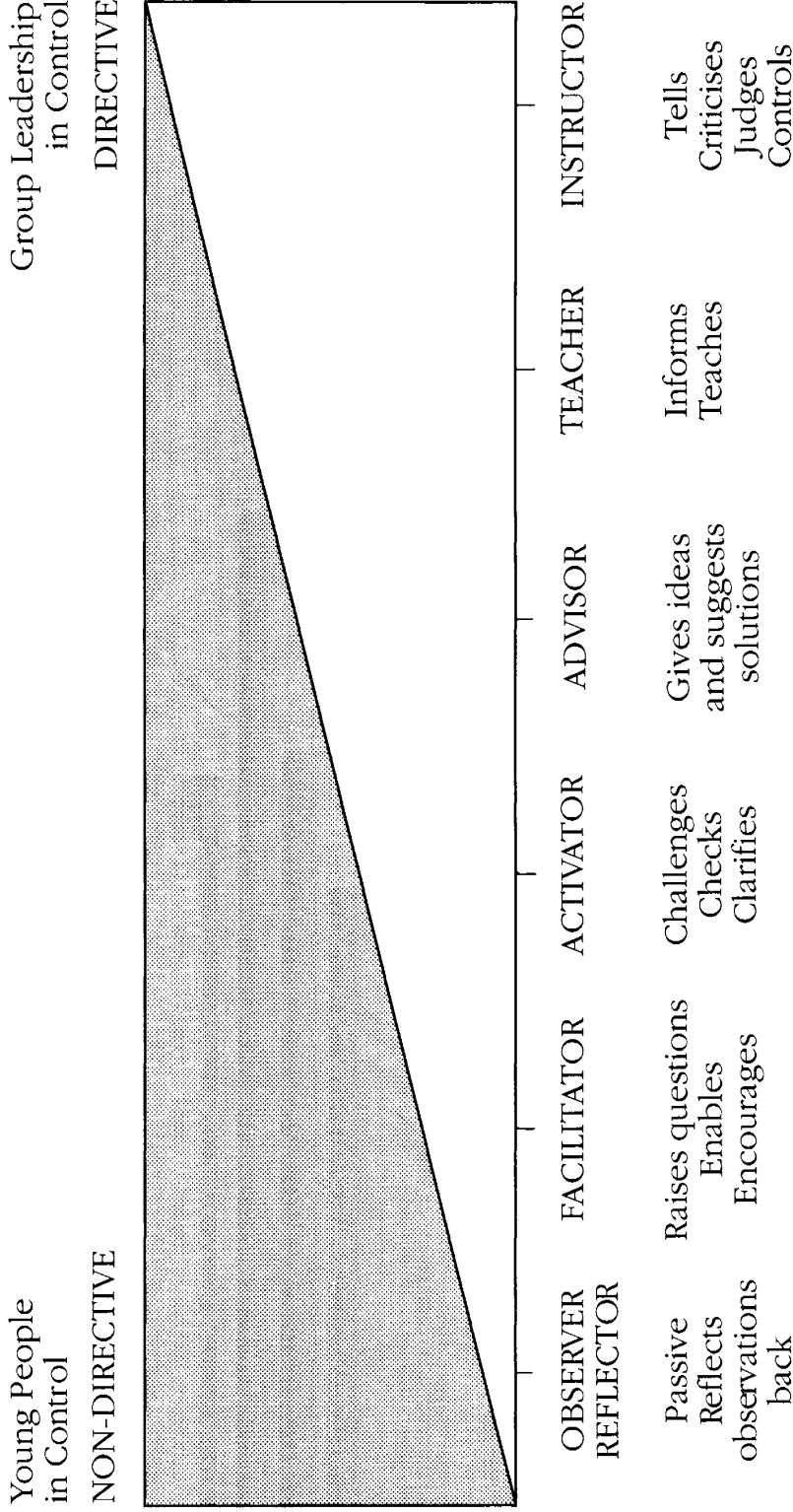
Participating - is when the group leader and young people jointly make decisions. Thus both parties have some control over the final product.

Spectating - in this instance the group leader doesn't intervene in any way - they have no power over what the outcome might be. The young people simply get on and do things themselves.

From : Creators Not Consumers by M. Smith.
Published by Youth Clubs UK,
Peacock Lane,
Leicester,
England



LEADERSHIP STYLES – THE 6 WAY APPROACH



Adapted from: Lippitt and Lippitt – The Consulting Process in Action (University Associates, 1978)

This sheet is taken from the CYP training document: "Youth Needs and Leads"