

# Leadership for life

A short course on leadership skills  
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## Unit 2: How to use different leadership styles for different purposes

# Unit 2: Introduction

This short course on leadership skills can be studied independently or delivered as a facilitated workshop for groups.

The course will give you an introduction to a range of leadership skills and styles, a framework for working through common challenges that leaders face in different contexts, and a set of exercises to work through on an on-going basis to support you as you develop your own leadership skills over time.

There are four units within the course, each of which will take up to an hour to work through, or collectively the units form a one-day workshop. The four units are:

1. Understanding leadership roles in different contexts
2. How to use different leadership styles for different purposes
3. Facing and overcoming the challenges of leadership
4. Developing yourself as a leader on an on-going basis

# Benefits of this course

By the end of this course you will:

- understand the role and functions of leadership
- know a range of leadership styles and be better able to adapt your own style for different situations
- be able to tackle the challenges of a leadership role with increased confidence and capability
- have an achievable plan for further developing your own leadership skills.

Many people say that leaders are born and not made. That may be partly true, but remember that even the most accomplished sportsmen, musicians and artists reach their peak through training, coaching and practice. So it is with leadership. Training, coaching, practice. These three things help us to develop our capabilities and talent in any field.

# Unit 2: Leadership styles

Aims and objectives of this unit:

- to explore different styles of leadership and to know what is most effective in a given situation
- to understand your own natural leadership style and to identify your strengths as a leader or potential leader
- to be able to deploy a range of leadership styles for different scenarios, thereby extending your skills.

# Starter activity

You will need:

- a pack of post-it notes or a notepad
- something to write with.

Take a few minutes to think of a leader you admire. He/she can be from any area, such as politics, religion, business, or any other ideas you might have. Write a list of this person's positive attributes and leadership qualities: not what he/she **does**, but how he/she **is**. Try to think of at least 10 attributes. (5 mins)

Now organise the attributes in to three groups. The groups will depend on which attributes you have thought of, for example: personal qualities; ways of dealing with people; ways of dealing with situations. (5 mins)

Give each group a heading and keep these headings visible as you work through the rest of this unit.

# Styles of leadership 1

Leadership style is a leader's style of motivating people, inspiring people towards achievement of a vision, and providing direction. There are many different styles of leadership and no particular style is right or wrong, but each style is more appropriate to a distinct set of circumstances.

The most effective and successful leaders are able to adapt their style to suit different situations. Equally, in some walks of life, such as in the military or in emergency disaster scenarios, a particular style is a pre-requisite.

There is one attribute that most leadership styles have in common in order for a leader to be effective, respected and followed. Can you think what that is?

**DOMAIN KNOWLEDGE** This means that a good leader is expected to know his/her stuff and to be an expert in his/her field.

# Styles of leadership 2

Style & application	Attributes & qualities
<p><b>Authoritarian</b> Police; military; teachers; political dictators Situations where high control is required</p>	<p>Directing; ordering; instructing; controlling <b>Positives:</b> effective; time-efficient; clear <b>Negatives:</b> can create climate of fear, stifle creativity</p>
<p><b>Paternalistic</b> Religious leaders; care professions Situations where teams need to be looked after</p>	<p>Caring; supporting; taking responsibility <b>Positives:</b> creates loyalty and admiration <b>Negatives:</b> hinders innovation and self-reliance</p>
<p><b>Democratic</b> Community and social leaders; volunteer leaders Situations to take account of a range of views, people and inputs</p>	<p>Shares responsibility &amp; decision making; includes team members <b>Positives:</b> one of the most effective styles <b>Negatives:</b> can take more time to achieve goals</p>
<p><b>Laissez-Faire</b> University leaders; research programmes; innovators Situations where followers have control but with guidance &amp; feedback</p>	<p>Empowering; allows self-rule; gives freedom <b>Positives:</b> fosters creativity, innovation and independence <b>Negatives:</b> applicable in limited situations</p>
<p><b>Transactional</b> Business situations; it's all about getting stuff done; working to a goal</p>	<p>Crosses into management; leading a team towards a goal through processes and plans, using management strategy</p>
<p><b>Transformational</b> Exceptional once-in-a-lifetime leaders who inspire great change, such as Ghandi</p>	<p>A visionary with huge charisma who inspires others to follow towards great change</p>

# Main activity

Refer to the styles of leadership on the previous slide and to the person you described in the starter activity. Use a notepad and pen if you are working alone, or a flipchart if you are in a group. (20 mins)

Write a short profile for each of the following types of leader:

- a political dictator or any leader who has achieved success without necessarily being liked
- someone you admire, a well-known leader from history or any leader who is well-liked and successful.

In each profile list positive attributes and negative attributes.

Now assess the positives and negatives. How many of these are two sides of the same quality? For example, being decisive and being dictatorial could be viewed as the positive and negative attributes of having a clear vision.

Now think about yourself as a leader. Reflect back on the previous slides and all the notes you have made.

- Following the model given on Slide 6, decide which style best fits you and write a description of yourself as a leader. (5 mins)
- Re-read the descriptions of different leadership styles. Choose three of these that would be applicable to your situation or to the situation you want to be in as a leader. One of these will be the style you have just chosen as your best fit. Keep a note of the attributes of the other two styles you've chosen; these are the things you will need to work on to develop your leadership skills. (10 mins)

Well done! You have identified and understood some different styles of leadership and how these relate to you. Keep all the notes you have made and the exercises you have worked through as you will need them later in the course.

Thank you for working through Unit 2 of Leadership Skills.  
You will find Units 1, 3 and 4 at: [www.library-nepal.com](http://www.library-nepal.com)

Contact us by email at any time on  
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