

## Leadership Styles

What is the most effective style to use when placed in a certain situation? This is one of the guiding principals behind the various models of leadership styles.

This last point is an important one because research shows that the leader's ability to adopt his or her leadership style to the situation at hand is important to their organization's success. The best leaders are skilled at several styles and instinctively understand when to use them.

## Choosing a Leadership Style

In the following sections we are going to explain the six different leadership styles that were identified by Daniel Goleman in connection with his theory of **emotional intelligence**. We've chosen Goleman's model of leadership style because it's both simple and all-encompassing.

In his writings, Goleman described a total of six different leadership styles. Each of the examples of leadership styles appearing below contains a brief description of the leader's characteristics as well as an example of when the styles are most effective.

## Coaching Leaders

In the **Coaching Leadership Style** the leader focuses on helping others in their personal development and in their job-related activities. The coaching leader aids others to get up to speed by working closely with them to make sure they have the knowledge and tools to get their job done. This situational leadership style works best when the volunteer already understands their weakness and is receptive to ideas on how to improve.

## Pacesetting Leaders

When volunteers are self-motivated and highly skilled, the **Pacesetting Leadership Style** is extremely affective. The pacesetting leader sets very high standards for themselves and the group and exemplifies the behaviors they are seeking from other members of the group. This leadership style needs to be used sparingly since volunteers can often "burn out" due to the demanding pace of this style.

## Democratic Leaders

The **Democratic Leadership Style** gives members of the group a vote or a say in nearly every decision the Council / congregation makes. When used effectively, the democratic leader builds flexibility and responsibility and can help identify new ways to do things with fresh ideas. Be careful with this style, however, because the level of involvement required by this style and the decision-making process can be very time consuming.

## **Affiliative Leaders**

The **Affiliative Leadership Style** is most effective in situations where morale is low or teambuilding is needed. This leader is easily recognized by their theme of "church member first." Volunteers can expect much praise from this style; unfortunately, poor performance may also go without reprimand.

## **Authoritative Leaders**

If your church seems to be drifting aimlessly, the **Authoritative Leadership Style** can be very effective in this type of situation. The authoritative leader is an expert in dealing with the problems and challenges at hand and can clearly identify goals that will lead to success. This leader also allows the church members themselves to figure out the best way to achieve those goals.

## **Coercive Leaders**

The **Coercive Leadership Style** should be used with caution because it's based on the concept of "command and control" which usually causes a decrease in motivation among those interacting with this type of leader. The coercive leader may be most effective in situations where the church or group requires a complete turnaround. It is also effective during disasters or dealing with under performing volunteers - usually as a last resort.

## **Mastering Multiple Leadership Styles**

The formula for a leader's success is really quite simple: The more leadership styles that you are able to master, the better the leader you will become. Certainly the ability to switch between styles as situations warrant will result in superior results and workplace climate.

In fact, Goleman's research revealed that leaders that were able to master four or more leadership styles - especially the democratic, authoritative, affiliative and coaching styles - often provide superior performance from their followers as well as a healthy climate in which to work.

That being said, it's not easy to master multiple leadership styles. That's because in order to master a new way of leading others, we may need to unlearn old habits. This is especially important for leaders that fall back on the pacesetting and coercive leadership styles - which have a negative effect on the **church environment**.

Learning a new leadership style therefore takes practice and perseverance. The more often the new style or behavior is repeated, the stronger the link becomes in our brains between the situation at hand and the desired reaction.

You can work with a coach, a mentor or keep your own notes on how you reacted under certain conditions. Learning a new skill requires time, patience, feedback and even rewards to stay motivated. If you're going to attempt to learn a different leadership style, make sure your method contains each of these elements.

**Suggested Rules for Small Groups and Committees**  
(Based on "Church Meetings that Matter" by Philip A Anderson)

1. Listen carefully to every idea and suggestion made by any other member of your board, committee, or group.
2. Before YOU speak make a special point of repeating the sense, or the "gist" of ideas of the person speaking before you. THEN, wait to see if the former speaker confirms your interpretation.
3. THEN, say what you have to say in as few words as possible, so that the next person can summarize your thoughts easily. If the concept is difficult to understand it may help to repeat it in other words.
4. Listen carefully, not only to the ideas the other person is presenting, but ALSO to the feelings that lie behind the words. RESPOND not only to the thought, but also to the feelings present.
5. Be honest about expressing your own feelings, and ask others to be honest about expressing THEIR feelings.
6. Before initiating a new idea or thought, be sure the last topic has been handled, and the leader has assigned responsibility for action, if that is in order.
7. Don't hesitate to restate or "clarify" what has been said if ideas presented seem to be unclear, or if people seem to be talking at "cross purposes" without realizing it.
8. Summarize the discussion from time to time, to see if the group is ready to vote and move on to some other matter.
9. Do not REJECT ideas before you have heard the speaker out. Avoid irrelevant comments, or stubborn assertion of a position.
10. Do not start little side conversations. Keep your attention fully on the person speaking.
11. Do not dominate discussion. State your point, and give someone else a chance to speak.
12. Do not withdraw in silence. Sometimes, because of our feelings, or fatigue, or disinterest it is easier to sit silently. Let the group know that you are "with" them, or that you have an objection.
13. REMEMBER (for the life and health of the church):
  - a. The content of our meeting is both feelings and ideas.
  - b. The content of our meeting should provide both knowledge about and experience of the Christian Faith.
  - c. The content of our meeting should be instrumental (plans and programs for the church( and fundamental (the increase of love among all).

# Council Agenda

Date: \_\_\_\_\_

- |      |   |         |
|------|---|---------|
| I.   | Spiritual Study   | 60 min. |
| II.  | Call to Order   |         |
| III. | Regular Action Items:   |         |
|      | A. Review / Acceptance of Secretary's Minutes                       | 10 min. |
|      | B. " / " of Treasurer's Report                                      | 10 min. |
| IV.  | Committee Reports   | 10 min. |
| V.   | Items for discussion (incl items in Commission's & Pastor's report) | 10 min. |
| VI.  | Action Items:   | 15 min  |

## **Announcements:**

Next Council meeting: \_\_\_\_\_ @ 7pm

**Newsletter Deadline:** \_\_\_\_\_

## Church -- Council Report

Date of Report: \_\_\_\_\_

Name: \_\_\_\_\_ Commission: \_\_\_\_\_

Activities and Accomplishments:

Items Requiring Council Approval:

Challenges/Issues/Problems:

Statistics or Financial Information:

Future Goals: