

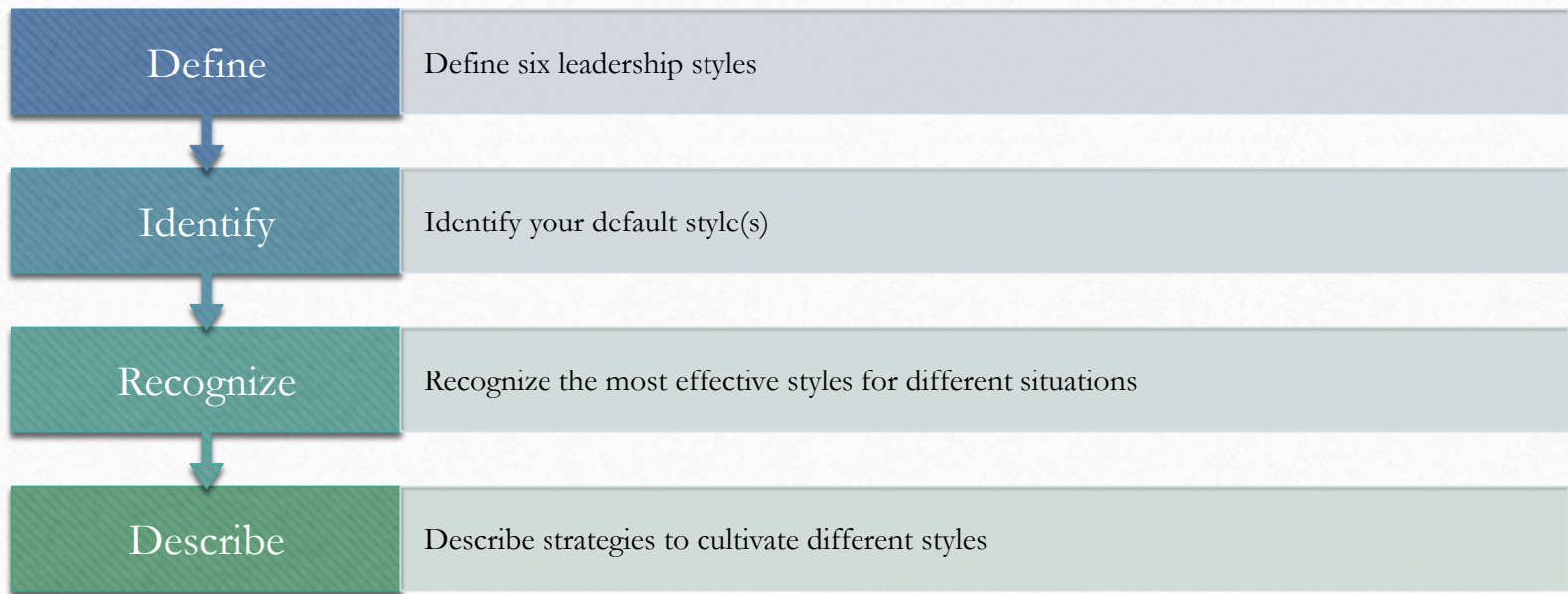
Leadership Styles

Coalition of Local Health Officials

May 24, 2018

Grace Gorenflo

Gorenflo Consulting, Inc.



Learning Objectives

Leadership Styles*

- Pacesetter
- Coercive
- Authoritative
- Democratic
- Affiliative
- Coaching

High-
Performing
Organizations:
Factors that
Influence
Climate

Flexibility: staff innovate, unencumbered by red tape

Responsibility: staff feel responsible to the organization

Standards: staff set high standards

Rewards: staff feel feedback and rewards are fitting

Clarity: staff understand the organization's mission, values

Commitment: staff are committed to a common purpose

The Six Styles

Which one best describes you?

Pacesetter

“Do as I do, now”

Characteristics

- Maintains high standards for self and others
- Confronts poor performers and demands better
- Micromanages

Useful When

- Dealing with a team of high performers

Not Effective

- On its own. Ever.



Quiz

- Are you a Pacesetter?
 - Yes/No

Coercive

“Do what I tell you”

Characteristics

- Makes demands
- Requires absolute compliance

Useful When

- In crisis
- Dealing with problem employees

Not Effective

- In most situations



Authoritative

“Come with me”

Characteristics

- Vision-driven
- Sets clear expectations
- Provides space for innovation

Useful When

- Selling staff on a new direction
- Bringing more cohesion to an organization

Not Effective

- When working with experts



Democratic

“What do you think?”

Characteristics

- Takes time to get input
- Includes staff in making decisions that affect them

Useful When

- You are uncertain about the best direction
- Seeking fresh ideas

Not Effective

- When employees aren't well-positioned to offer advice
- In times of crisis
- If you do not plan to use the input



Affiliative

“People come first”

Characteristics

- “People person”
- “Feel good” tactics

Useful When

- Building team harmony
- Increasing morale
- Repairing broken trust

Not Effective

- On its own



Coaching

“Try this”

Characteristics

- Focuses on personal skill development
- Offers learning opportunities and tolerates short-term failure
- Provides a great deal of feedback

Useful When

- Employees are “game”

Not Effective

- When it's foisted on employees
- If leader does not have the expertise to provide motivational feedback



Quiz

- What is your go-to style?
 - Authoritative
 - Democratic
 - Affiliative
 - Coaching
 - Coercive

Quiz

- Scenario: Your county just activated your Incident Command System.
- Which styles are best? (Choose 1-2)
 - Authoritative
 - Democratic
 - Affiliative
 - Coaching
 - Coercive

Quiz

- Scenario: You've just completed a round of lay-offs as dictated by your county commissioners. Morale is at an all-time low and you need to get staff back on track.
- Which styles are best? (Choose 1-2)
 - Authoritative
 - Democratic
 - Affiliative
 - Coaching
 - Coercive:

Quiz

- Scenario: You have agreed to share your communicable disease staff with another county, and you need to determine exactly how that will work.
- Which styles are best? (Choose 1-2)
 - Authoritative
 - Democratic
 - Affiliative
 - Coaching
 - Coercive:

Quiz

- Scenario: You have decided to seek accreditation and are working to engage all staff in the process.
- Which styles are best? (Choose 1-2)
 - Authoritative
 - Democratic
 - Affiliative
 - Coaching
 - Coercive:

Quiz

- Scenario: The county has imposed a hiring freeze and as a result you will not be able to promote staff over the next year. You are concerned that staff who were gearing up for a promotion will leave.
- Which styles are best? (Choose 1-2)
 - Authoritative
 - Democratic
 - Affiliative
 - Coaching
 - Coercive:

Mastering the Styles

Professional Development Plan

Critical and honest self-assessment

- Emergenetics, Meyers-Briggs, 360 degree evaluation, performance evaluation
- Emotional Intelligence (EQ)

Develop one goal at a time

Identify a mentor

Leverage/delegate to Management Team

Articles, books, videos

Adjust your style to
the situation
