

Six Leadership Styles



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NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Consultant/Agile Coach - RefineM

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Introduction – Myself
4. Six Leadership Styles
 - a) About the Styles
 - b) Coercive
 - c) Authoritative
 - d) Affiliative
 - e) Democratic
 - f) Pacesetting
 - g) Coaching
5. Upcoming Learning Opportunities from RefineM
6. How to get 1 PDU for this Webinar?
7. Rewarding Our Star Attendees
8. Q & A

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RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

Your Expectations

What are your expectations from this webinar?

Why are you here today?

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- * Agile Transformation/Coaching/Adoption
- * Project Management/ Process Improvement Consulting and Training
- * Agile coaching for IBM
- * Products for Project Professionals
 - ✓ Essential Gear for Project Managers
 - ✓ PMP Exam Simulator

My professional journey b/f RefineM

20+ years of Successful Project Leadership

- * Led 100s of projects of all sizes, successfully
- * Recovered many projects, saved millions of \$
- * Implemented numerous process improvements
- * Coached/mentored 100s of PMs, and executives
- * Board Member – SWMO PMI Chapter (2008-2014)

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What's New at RefineM



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What's New at RefineM

* Upcoming Free Webinars

Webinar Title	Date
Key Leadership Skills	Dec 7
Project Management Trends for 2017	Jan 4

* New Projects

- ✓ Project management framework for an electronics company in UK
- ✓ Agile coaching for a large technology corporation

* PMP Exam Prep Test Simulator

- ✓ <https://Examprep.RefineM.com>

* PMP Exam Prep Online Videos

- ✓ <https://vimeo.com/ondemand/refinempmpexamprep>

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Leadership Skills

1. Overview
2. Leadership vs. Management
3. Emotional Intelligence (EI) and Project Leadership
4. **Six Leadership Styles**
5. Key Leadership Skills

What kind of style do you feel your leadership best fits?

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Who Can Use These Skills?

- * Short answer: anyone!
- * Project managers looking to take on leadership role
- * May or may not have a certification such as PMP®
- * PMO leads / directors looking for training for PMs

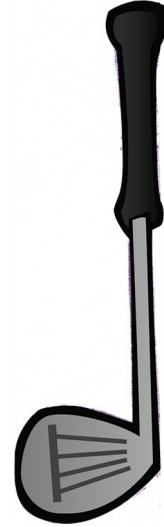
Six Leadership Styles



- About the Six Leadership Styles
- Coercive
- Authoritative
- Affiliative
- Democratic
- Pacesetting
- Coaching

Overview of Leadership Styles

- * Daniel Goleman defined six leadership styles
- * Each is based on EI competencies
- * Each has unique impact
- * Leaders use different styles at different times
 - ✓ Like golf clubs for different situations
 - ✓ Putter best for green, driver best to start with
 - ✓ Likewise, different styles work best at different times
 - ✓ For example, crisis mode versus normal operations



Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Overview of Leadership Styles

1. Coercive
2. Authoritative
3. Affiliative
4. Democratic
5. Pacesetting
6. Coaching

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Coercive Leadership

Coercive Leadership

Mode	Immediate Compliance
Phrase	"Do what I tell you."
El Competencies	Drive to achieve, initiative, self-control
Works Best	<ol style="list-style-type: none"> 1. When organization is in crisis 2. When turnaround is needed 3. When problem employees need to be handled
Overall Impact	Negative



Acts like a king; gets short-term results but lowers morale and trust long-term

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Coercive Leadership



- * Good for short-term results
 - ✓ Especially in crisis mode
 - ✓ Also good for problem employees
- * Negative impact
 - ✓ Morale of employees is lowered
 - ✓ Trust in leader diminishes
- * Example: Joseph Stalin
 - ✓ Soviet leader during World War II
 - ✓ Known as very oppressive dictator

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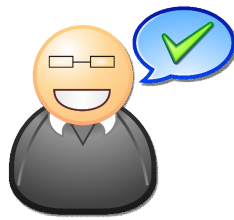
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Authoritative Leadership

Authoritative Leadership

Mode	Mobilize team toward a vision
Phrase	"Come with me."
El Competencies	Self-confidence, empathy, change catalyst
Works Best	1. When a clear direction is needed 2. When a new vision is required
Overall Impact	Positive



Gets people to buy in
Makes people feel like their work matters

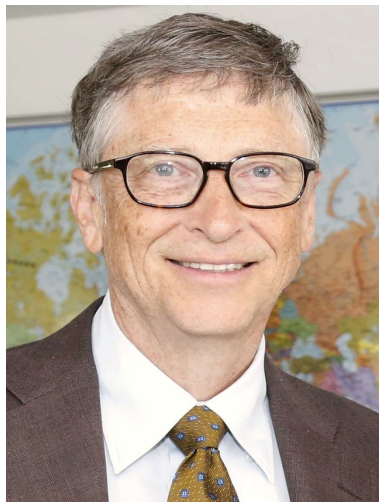
Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Authoritative Leadership



- * Enthusiastic visionary
- * Gets people to buy in
- * Most positive impact
 - ✓ Team feels like their work matters
 - ✓ Given leeway to follow vision
- * Example: Bill Gates
 - ✓ Co-founder of Microsoft
 - ✓ Led revolution in computing
 - ✓ Dedicated to philanthropy

Source: Money-Zine.com (2015, 25 April) "Authoritative Leadership."
<http://www.money-zine.com/career-development/leadership-skill/authoritative-leaders/>

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Affiliative Leadership

Affiliative Leadership

Mode	Create harmony and build personal bonds
Phrase	"People come first."
El Competencies	Empathy, relationship building, communication
Works Best	1. When rifts in a team need healing 2. When people need motivating in stressful times
Overall Impact	Most strongly positive



Good at building relationships
Good at providing feedback, support

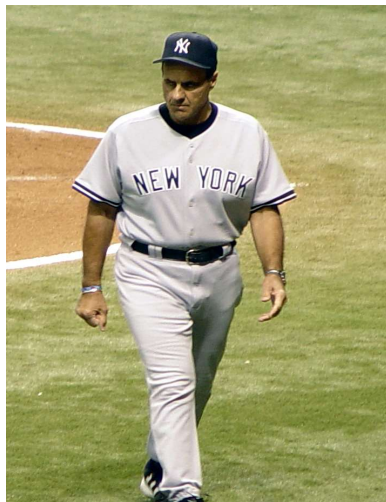
Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Affiliative Leadership



- * People-first leader
- * Creates harmony
- * Very positive impact
 - ✓ Good at relationship building
 - ✓ Provides feedback, support
- * Example: Joe Torre
 - ✓ Past New York Yankees manager
 - ✓ Helped players through tragedies
 - ✓ Led Yankees to 4 World Series

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Democratic Leadership

Democratic Leadership

Mode	Build consensus through participation
Phrase	"What do you think?"
El Competencies	Collaboration, team leadership, communication
Works Best	<ol style="list-style-type: none"> 1. When team buy-in is needed on decisions 2. When consensus is needed 3. When input from employees is desired
Overall Impact	Positive



Decisions take longer to reach
However, they tend to be more binding

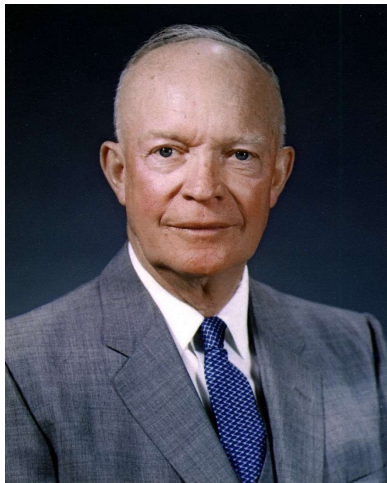
Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Democratic Leadership



- * Seeks input from team
- * Builds consensus
- * Mostly positive impact
 - ✓ Decisions can take longer to reach
 - ✓ More binding once reached
- * Example: Dwight Eisenhower
 - ✓ Allied commander in World War II
 - ✓ U.S. President
 - ✓ Sought consensus from lots of groups in decision-making

Source: <http://www.money-zine.com/career-development/leadership-skill/democratic-leadership/>
Photo: By White House - [1], Public Domain,
<https://commons.wikimedia.org/w/index.php?curid=3025709>

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Pacesetting Leadership

Pacesetting Leadership

Mode	Set high performance standards
Phrase	"Do as I do, now."
EI Competencies	Conscientiousness, drive to achieve, initiative
Works Best	1. Fast results are needed from highly motivated teams
Overall Impact	Negative?



Very high standards
Can cause burnout
Can also motivate well

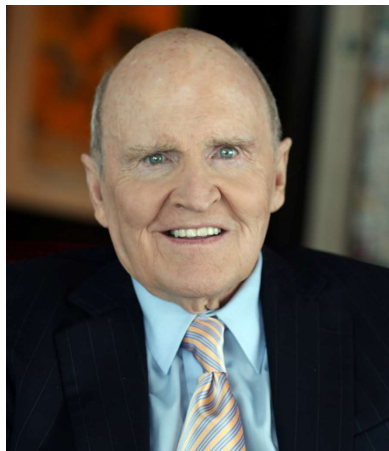
Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Pacesetting Leadership



- * Leads by example
- * Sets very high standards
- * Replaces poor performers
- * Mostly negative impact
 - ✓ Often leads to burnout
 - ✓ Leader's instructions often unclear
- * Example: Jack Welch
 - ✓ Led GM in difficult times
 - ✓ Cut 25% of jobs from 1981-1985
 - ✓ One of the most studied CEOs

Source: Money-Zine.com (2015, 2 May) "Pacesetting leadership." <http://www.money-zine.com/career-development/leadership-skill/pacesetting-leadership/> Photo: By Hamilton83 - Own work, CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=19433918>

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Coaching Leadership

Coaching Leadership

Mode	Develop team for future success
Phrase	"Try this."
El Competencies	Developing others, empathy, self-awareness
Works Best	1. When employees need to improve performance 2. When they need to develop long-term strengths
Overall Impact	Positive



Trades short-term struggle for long-term gain
Tends to delegate very well

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.
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Coaching Leadership



- * Helps team develop
- * Trades short-term struggle for long-term gains
- * Excellent at delegating
- * Positive impact
 - ✓ Helps grow future leaders
 - ✓ Least often used due to commitment necessary
- * Example: John Wooden
 - ✓ Former Basketball coach at UCLA
 - Won 10 championships there
 - ✓ Celebrated by many former players

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.

Photo: By Congressman Brad Sherman's office - Reduced from
http://www.house.gov/list/hearing/ca27_sherman/ph_061014.html, Public
Domain, <https://commons.wikimedia.org/w/index.php?curid=3410711>

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Leadership Styles Overview

Style	Mode	Phrase	EI Competencies	Works Best	Impact
Coercive	Immediate compliance	"Do what I tell you."	1. Drive to achieve 2. Initiative 3. Self-control	1. In crisis mode 2. When turnaround needed 3. With problem employees	Negative
Authoritative	Mobilize team toward a vision	"Come with me."	1. Self-confidence 2. Empathy 3. Change catalyst	1. When clear direction needed 2. When new vision required	Positive
Affiliative	Create harmony, build bonds	"People come first."	1. Empathy 2. Relationship building 3. Communication	1. When rifts need healing 2. When motivation needed	Positive
Democratic	Build consensus with participation	"What do you think?"	1. Collaboration 2. Team Leadership 3. Communication	1. When buy-in needed 2. When consensus needed 3. When input desired	Positive
Pacesetter	Set high performance standards	"Do as I do, now."	1. Conscientiousness 2. Drive to achieve 3. Initiative	1. When quick results needed 2. When teams are motivated	Negative?
Coaching	Develop team for the future	"Try this."	1. Developing others 2. Empathy 3. Self-awareness	1. In improving performance 2. In long-term development	Positive

Source: Goleman, Daniel (2000, March-April). "Leadership that gets results." *Harvard Business Review*.

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Exercise – Leadership Styles

Can you think of another person who demonstrates each leadership style?

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Leadership Style Examples

Coercive



Joseph Stalin

Authoritative



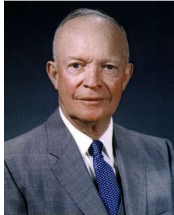
Bill Gates

Affiliative



Joe Torre

Democratic



Dwight Eisenhower

Pacesetter



Jack Welch

Coaching



John Wooden

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Exercise – Leadership Styles

Think about the six leadership styles.

Which style comes the most naturally?

Least naturally?

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Conclusion

1. Leadership style should match the situation
2. Any leadership style can produce results, even negative
3. Think about your leadership styles
4. Think about which ones are outside your comfort zone

Adapt your leadership to produce the best results

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Where: Multiple Cities	Feb 06-09, Springfield, MO REGISTER
Format: 4-day, in-person training	Feb 13-16, Kansas City, MO REGISTER
Fee: \$1,595 until 3 weeks before course start date, \$1,800 afterwards	May 01-04, Springfield, MO REGISTER
<i>Food and course materials included with fee. Other discounts available.</i>	May 08-11, Kansas City, MO REGISTER
Earn: 35 PDUs / Contact Hours	Contact us about future dates or to arrange for this training to be delivered in your organization or city.

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Introducing our PMP Exam Prep Site

More details at <https://examprep.refinem.com>

The screenshot shows the 'PMP Exam Practice Test' website. The header includes the RefineM logo and navigation links: Home, About Us, Mock Test, Resources, Score History, Subscribe, Contact Us, and Logout. The main content area is titled 'Subscription' and displays four plans: Bronze (\$15), Silver (\$30), Gold (\$50), and Platinum (\$75). Each plan includes 'Unlimited Tests' and a specific duration. The Gold plan is highlighted as the 'Most Popular Plan'. A note at the bottom states '*All the prices are in USD'.

Bronze	Silver	Gold	Platinum
\$15	\$30	\$50	\$75
Unlimited Tests	Unlimited Tests	Unlimited Tests	Unlimited Tests
Duration 1 week	Duration 1 month	Duration 2 months	Duration 3 months
Start date 06/03/16	Start date 06/03/16	Start date 06/03/16	Start date 06/03/16
End Date 06/10/16	End Date 07/04/16	End Date 08/03/16	End Date 09/03/16
Select	Select	Select	Select

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Next Lunch and Learn

* **Key Leadership Skills**

- ✓ What are the key leadership skills?
- ✓ What should leaders focus on for best results?
- ✓ Which skills are most in need of improvement for you?

* **Wednesday, December 7, 12:00-1:00 PM Central**

Register Today - Don't wait for the last Minute

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How to Claim 1 PDU for this Webinar?

1. Visit ccrs.pmi.org and log in.
2. Click on "Report PDUs" link.
3. Click "Courses and Training" in upper left.
4. **Activity Name:** "Six Leadership Styles"
(complete this first, before you go to #5)
5. **Provider:** "RefineM LLC" (don't select dropdowns)
6. **Date started:** November 2, 2016
7. **Date completed:** November 2, 2016
8. **Contact person:** NK Shrivastava
9. **Contact phone:** (417) 763-6762
10. **Contact email:** Trainings@RefineM.com
11. **PDUs:** 1.00 Leadership.
12. Click on the "I agree this claim is accurate" box and then Submit.

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Rewarding Our Star Attendees

- * Anyone who attends 3 Lunch and Learn Webinars in a row is a Star Attendee and is eligible for a prize drawing for a \$10 Amazon gift card.

This month's winner is:
Nathan W.



Congratulations to the winner!
Stay tuned for our next drawing in December.

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Questions from Attendees

1. Are leadership styles innate or can you adapt?

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Questions?



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Training Title	Springfield	Kansas City	St. Louis	Instructor-Led Online
Risk Management for Projects		Nov 14		
Leadership Skills for Project Managers			Nov 16	
Advanced Techniques in MS Project				Nov 30-Dec 1
PMP® Exam Prep		Dec 5-8		

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