

# 5 What (leadership) style

## Aims of the exercise

- To identify the styles being used with a workteam.
- To identify how to alter the styles within the team.

## Who it's for

Individuals.

## How to use it

You can best use this exercise with more experienced team leaders and managers.

## What happens

Individuals complete a worksheet about the styles of leadership they use with team members. They consider styles that might be more appropriate for some people and commit to using them in the future. You lead a discussion that outlines how practical it is to change your approach in leadership, the reasons for doing it and the possible responses to this.

## Time it takes

Individual work: 20 minutes

Discussion: 20 minutes

## What you need

- Worksheet 5.1
- Flipchart and stand
- Marker pens for trainer
- Paper and pens for participants

## How to prepare

- Photocopy or print out a copy of Worksheet 5.1 for each participant.

**FOR PREVIEW ONLY  
NOT FOR TRAINING**

## **5** What (leadership) style

### Trainer's notes

#### Introduction

##### Explain

*We all use a style of management with our workteams. Some leaders use the same style with everyone and some are good at using a range of styles to suit the situation. However, greater success is usually achieved by using different styles with different people.*

Give each participant a copy of Worksheet 5.1.

##### State

*Take a look at Worksheet 5.1. Completing this worksheet will allow you to identify the leadership style you use with each person in your workteam. Concentrate also on the reaction you gain when you use this style. Where you would like a different reaction, you need to identify the style you think will work with the person and the response you require. You have 20 minutes to complete this task, after which time you will feed back to the other participants.*

##### After 20 minutes

Lead the whole group in a discussion about changes in leadership style. Allow each participant in turn to discuss an example of leadership style with one of their workteam and why a different response is required.

Allow participants to feed back on the ideas being identified. Discuss how practical the solutions will be to implement.

Remind participants not to use the names of those in their workteam and to agree that information exchanged in the training room should remain confidential.

## Suggested questions

- How will you make this work?
- What reaction do you expect?
- How will the rest of your team react?
- How will you measure your success?
- What assistance will you require?

## Points for emphasis

Participants should be reminded of the following to help them back in the workplace:

- You need to change your approach to get a change from a team member.
- Always consider your approach.
- You may get a strange reaction to your changes.
- Review the effects of your efforts.
- Do not expect immediate changes.
- Regularly review your leadership style with each person in your workteam.

### State

*When you alter your style with someone, it is often a shock for that person. They would not be expecting a change in your approach. The person may then see the change as a one-off. You need to persist with the approach.*

Consider the different leadership styles you can use at work. Think about the style you currently use with each member of your team. Note the reaction you get to this style. Then consider what style to use in the future, especially in situations where you do not get the response you require. Use the form below to help you organise this information. You have 20 minutes to do this, after which time you will share your views with the other participants.

Name	Current style	Reaction to style	Future style for improved response
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			