



Leadership Styles For Your Social Enterprise.

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- *“To an extent leadership is like beauty, it’s hard to define, but you know when you see it”*
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Bennis, W (1998) On Becoming a Leader. London: Arrow Books.p1

- **Telling** – a short term style that should really be used in emergency/urgent situations. So telling someone to do something.
- **Selling** – a longer term style that is explaining a vision and why something needs to be done and encouraging others to resolve issues.
- **Doing** – a short term style that involves the leader rolling up their sleeves and showing everyone else how to do something. Sometimes this is called leading by example. Often leaders of professionals and well qualified people might do this as they need very little encouragement.
- **Coaching** – a long term style that involves the leader in getting others to develop and do things. This might be by asking questions about how a task might be approached and waiting for answers, allowing people to make mistakes and learn from them or giving constructive feedback and reviewing what went well or did not.
- **Involving** - sometimes this style is called ‘democratic’ and is generally a short-term style. It is useful in finding out what others think and building a consensus but putting decisions to the vote can also be an abdication of your leadership and also causes conflict when one idea wins over another.
- **Affiliating** – as a leadership style it has its uses as it is about being friendly and approachable but in the long term it is impossible to be everybody’s friend as a leader. Some poor leaders focus on a combination of Affiliating-Telling which is sometimes seen as a passive-aggressive approach. One moment the leader is Mr(s). nice Guy and the next (s)he is shouting out instructions.

Key points

- What’s your normal/preferred style?
- Which styles do you want to encourage in your organisation?
- Can you use a greater range of styles?



Activity



Consider your preferred or normal style and think about the styles you'd like to encourage and use yourself.

Other related information

SEDG Resource – Managing Conflict

SEDG Resource – Developing Your Workforce

Need help?

You can contact at us and arrange a call at: sedg@tsdg.co.uk