SEPT 2020

MODULE 1

LEADERSHIP AND MANAGEMENT PRACTICE FOR THE CONSTRUCTION SECTOR

LEADERSHIP STYLES

CALA CONSTRUCTION
ACADEMY OF EXCELLENCE

keystone

INSTRUCTIONS

Please read the description of Goleman's Six Leadership Styles and then complete the table on the following page to self- assess your own leadership style. Please do this in advance of the module and have this handy on Day 1 as the facilitator will refer to it on the day as part of the discussion.

GOLEMAN'S LEADERSHIP STYLES

SOURCE: GOLEMAN'S SIX LEADERSHIP STYLES

COMMANDING

This is classic model of military style leadership - probably the most often used, but usually the least effective. Since it rarely involves praise and frequently employs criticism, it undercuts morale and job satisfaction. It is effective in a crisis, when an urgent turnaround is needed. Even the modern military has come to recognise its limited usefulness.

VISIONARY

This style is most appropriate when an organisation needs a new direction. Its goal is to move people towards a new set of shared dreams. Visionary leaders articulate where a group is going, but not how it will get there - setting people free to innovate, experiment and take calculated risks.

AFFILIATIVE

This style emphasises the importance of teamwork and creates harmony in a group by connecting people to each other. This approach is particularly valuable when trying to heighten team harmony, increase morale, improve communication or repair broken trust in an organisation. However, since its emphasis is on group praise, it can allow poor performance to go uncorrected. Employees may perceive that mediocrity is tolerated.

DEMOCRATIC

This style draws on people's knowledge and skills and creates a group commitment to the resulting goals. It works best when the direction the organisation should take is unclear, and the leader needs to tap the collective wisdom of the group. This consensus-building approach can be disastrous in times of crisis, when urgent events demand quick decisions.

PACESETTING

In this style, the leader sets high standards for performance. He or she is obsessive about doing things better and faster and asks the same of everyone. This style should be used sparingly, because it can undercut morale and make people feel as if they are failing.

COACHING

This one-on-one style focuses on developing individuals, showing them how to improve their performance and helping to connect their goals to the goals of the organisation. It works best with employees who show initiative and want more professional development, but can backfire if it's perceived as micromanaging and can serve to undermine self-confidence.

ASSESS MY LEADERSHIP STYLE

Score yourself 1-5 for the following questions (where 5 is **Almost always behave this way** and 1 is **Seldom behave this way**). Add your scores to the grid at the end of the questionnaire.

QUESTION	SCORE
1.I have a clear vision and a strategy for achieving it, with objectives to measure it has been reached	Please select:
2. I communicate my vision, strategy and objectives often to my team	Please select:
3. I spend time thinking how to make my vision relevant to my audience	Please select:
4. I provide the rationale behind my decisions or actions and link this to larger goals	Please select:
5. I delegate responsibility clearly	Please select:
6. I create development goals with employees	Please select:
7. I talk to direct reports about their long-term aspirations	Please select:
8. I identify employee strengths and weaknesses	Please select:

ASSESS MY LEADERSHIP STYLE

9. I support my employee's development plans	Please select:
10. I advise people about their professional development	Please select:
11. I identify and act on interpersonal conflict	Please select:
12. I show empathy for other team members	Please select:
13. I put the welfare of people before the organisational goals	Please select:
14. I trust that my team will perform well if they are treated well	Please select:
15. I provide social activities	Please select:
16. I hold information sharing meetings	Please select:
17. I keep everyone informed about organisational issues affecting them	Please select:
18. I ask my team to participate in making major decisions	Please select:

19. I avoid making a decision until everyone has been heard	Please select:
20. I encourage high performance by giving positive feedback	Please select:
21. I maintain "expert" professional knowledge in my field	Please select:
22. I model the behaviours I want to see in my team	Please select:
23. I try to find work for people in which they can excel	Please select:
24. I let my team get on with it as long as they achieve the goals	Please select:
25. I focus on results	Please select:
26. I know the jobs better than the people I am trying to influence	Please select:
27. I give direct orders	Please select:
28. I clearly point out deviation from rules	Please select:

29. I set clear standards of performance	Please select:
30. I monitor employees closely	Please select:
TOTAL	

SCORING MATRIX

	COMBINED SCORE	STYLE
Q1 to 5		VISIONARY
Q6 to 10		COACHING
Q11 to 15		AFFILIATIVE
Q16 to 20		DEMOCRATIC
Q21 to 25		PACESETTING
Q26 to 30		COMMANDING

CASE STUDY 1:
Leading from the Front

Please read the short case study below and jot down your answers to the questons posed below.

Meet Ben, a Site Manager who has been with CALA for 3 years.

He was trained and schooled in a style of management which can only be described as 'overpowering' and 'micro-management'.

He loves the detail of his work and will often 'roll up his sleeves' and rescue people from tasks even when he knows he shouldn't. Most people don't mind but some feel he's overbearing and patronising.

He knows his job is to lead and motivate the team but often feels he can do it better on key tasks and struggles with trust (his previous boss at another company didn't trust him much so he has taken it upon himself to make sure the job gets done whatever the cost to his own time).

Questions to consider:

Please type your answers in the boxes below.

What type of management style is Ben displaying?

How can he change his style to have a more positive impact on himself and his team?

CASE STUDY 2:
Leading through Example

Please read the short case study below and jot down your answers to the questons posed below.

Meet Billie, a CALA site manager who is struggling to meet some targets set for her by the business. These are specifically linked to sub-contractors not delivering their scheduled snagging work on time and not communicating with her sufficiently to highlight time delays before they occur.

They have business pressures, she admits, but this doesn't help as a steady stream of customers are now approaching her when she's on site or emailing her/calling her with minor niggles which could grow into major concerns and affect the customer relationship over time.

She calls a meeting of the critical sub-contractors but only 50% attend with those who did not attend as they were "too busy dealing with customers" to come along. Billie has tried being authoritative (threatening financial and other sanctions if things don't improve) but some people have said they will "walk off" as there are lots of potential opportunities for them elsewhere and they don't need the hassle.

Questions to consider:

Please type your answers in the boxes below.

What type of management style is Billie displaying?

What do you think she should try and why?

What would be a leadership action plan she could create to manage this situation?