

This Quick Take is part of our  
Leadership Development Program

## Six Managerial Styles You Need to Lead Effectively

How they can make **YOU** a more  
versatile and promotable manager

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## Are You a One-Trick-Pony?

**Definition:** “One-Trick-Ponies” rely on just **one managerial style**. That style is:

- One the manager became comfortable with early on
- Inappropriate in many situations



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## A real career-inhibitor

- ▶ A ‘comfortable’ style holds you back
- ▶ The hard-to-accept reality: **“What got you here won’t get you there.”**



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## You will learn

- ▶ You must deploy **six** managerial styles – depending on the context
- ▶ Why mastering these six styles can help you:
  - Earn the respect of company leaders
  - Achieve higher performance levels
  - Get those coveted promotions



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## Facts

- ▶ People are complex
- ▶ Managing people is complex
- ▶ No ONE style always works
- ▶ Management gets more complex, ambiguous, unpredictable



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## The Six Managerial Styles

1. Command & Control
2. Relating
3. Democratic
4. Goal-setting
5. Hands-on
6. Coaching



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## Command & Control Style

- ▶ Giving orders and demanding action
- ▶ Unambiguous - "I know how to do it (or what to do) - you don't"



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## Command & Control Positives

- ▶ Effective in some situations
- ▶ Examples:
  - When teaching new skills
  - In times of crisis and high-risk
- ▶ Great managers use it convincingly



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## Command & Control Dangers

- ▶ Destructive if overused. Symptoms:
  - Boss knows all the answers all the time
  - Employees succumb to 'learned helplessness'
  - High performers leave



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## Relating Style

- ▶ Building rapport among employees
  - Encouraging teamwork
  - Reinforcing common goals
- ▶ Building rapport with employees
  - Understanding their families and personal interests



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## Relating Style Dangers

- ▶ If overused, managers can't:
  - Make tough decisions
  - Take charge in a crisis
  - Push for performance
- ▶ Management is not a popularity contest



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## Democratic Style

- ▶ Building consensus
- ▶ Gaining buy-in
- ▶ Tapping employees' knowledge
- ▶ Demonstrating openness as a leader



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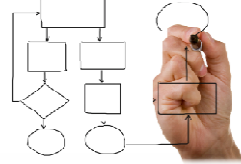
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## Democratic Style Positives

- ▶ Effective when planning:
  - Broad input gives you a better plan
  - You get buy-in from implementers of plan
  - Avoids detaching team from plan goals



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## Democratic Style Dangers

- ▶ Execution requires an autocratic style
- ▶ What if the plan gets off track?
- ▶ Great managers can shift styles and get people back on track



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## Goal-Setting Style

- ▶ The leader articulates what needs to be done.  
Examples:
  - Enter 2 new markets this year
  - Reduce our product defect rate by 50%
- ▶ It is NOT about telling people how to do it (that's the Command & Control Style)

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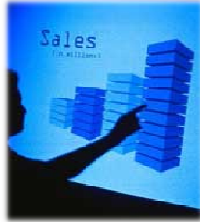
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## More about Goal-Setting Style

- ▶ Arguably the most important style because the stakes are high. You reveal:
  - Your vision (or lack thereof)
  - The quality of your judgment
  - Your willingness to delegate



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## Hands-On Style

- ▶ Intervening when there's a problem and helping people get things done
  - Example: Sales rep can't close a sale. Boss intervenes and closes deal himself



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## Hands-On Style Dangers

- ▶ Hands-On Style is ineffective when:
  - The manager thinks, "Everyone else is incompetent, so I'll just do it myself."
  - People asked for advice, not intervention
- ▶ Twin sister of Command & Control
  - Dis-empowers employees
  - The ultimate morale killer

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## Coaching Style

- ▶ Formal or informal mentoring of people you believe will succeed. It's about:
  - Asking questions
  - Offering advice and direction
  - Ensuring that learning has been assimilated



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## Coaching Style

- ▶ It's about long-term people development
- ▶ One-trick-pony Command & Control and Hands-On managers lack this style



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## Self-assessment

- ▶ Examine your managerial style:
  - Which style do you MOST rely on?
  - Which do you LEAST rely on?
  - Is over-reliance on one style hurting you?
  - When have you used the wrong style?
  - How can you develop all 6 styles?



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## Flex your muscles

- ▶ Managerial styles are like muscles
- ▶ “Use ‘em or lose ‘em”
- ▶ Seek out opportunities right away to deploy the various styles
- ▶ **Practice. Practice. Practice.**



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## The payoff

- ▶ If your toolbox includes all six managerial styles, you will:
  - Earn the respect of your subordinates
  - Be perceived as highly promotable
  - Become a versatile, multi-faceted leader
  - Achieve top performance from team



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## Thanks for watching

### QUIZ

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