Leading without Authority
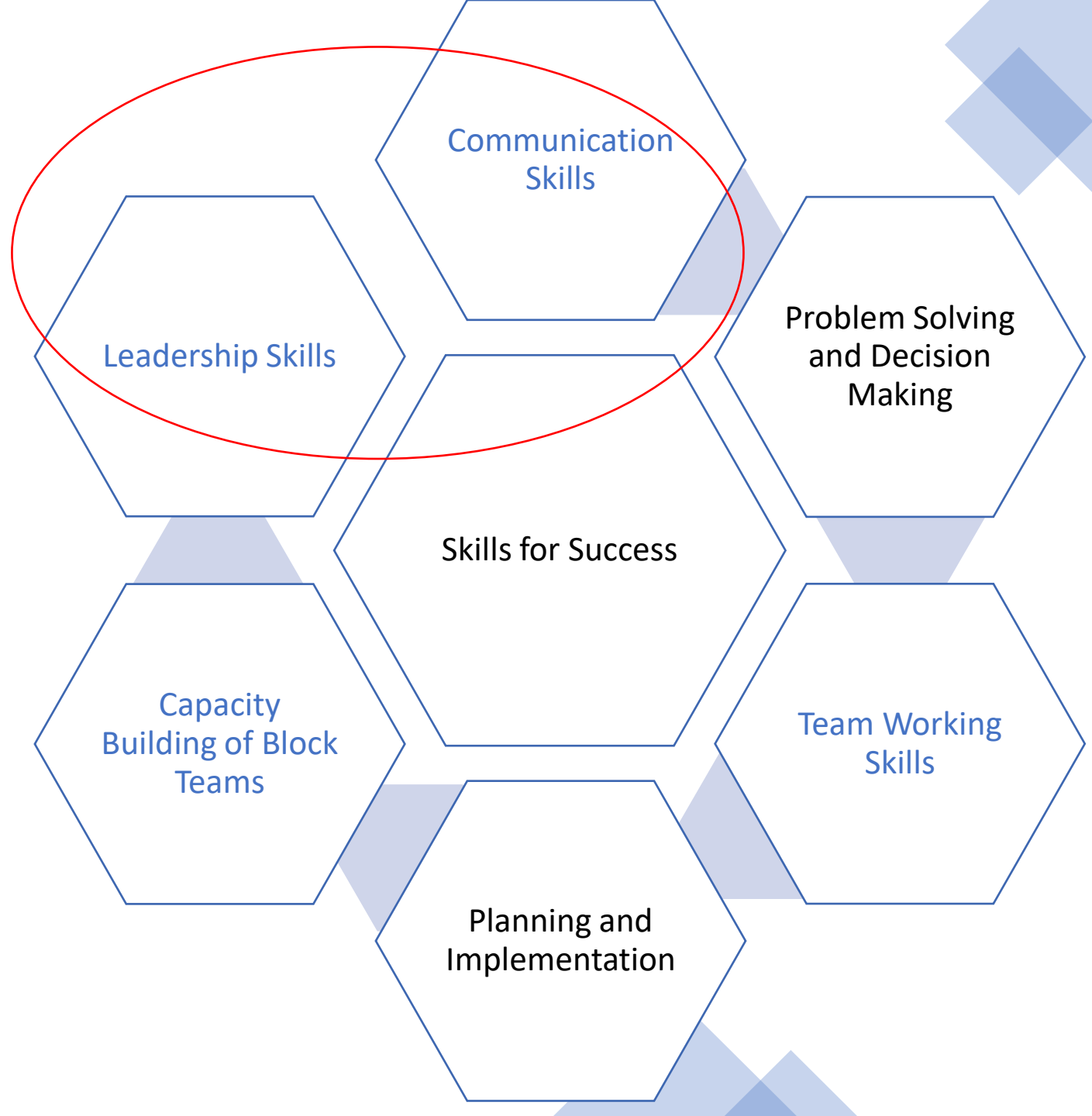
District Team – Capacity Building
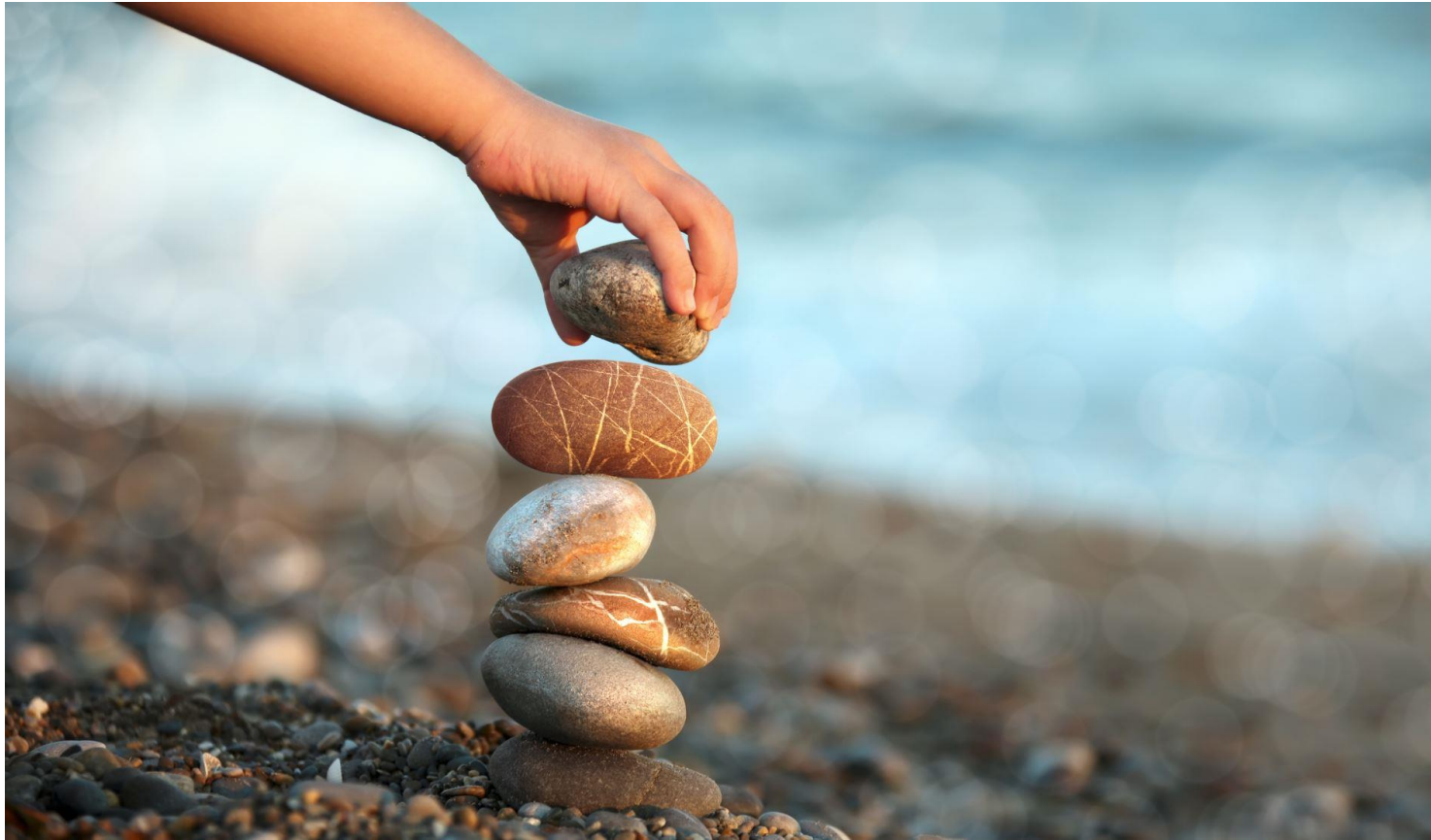
Objectives of today's session

- Reflections on self-development over the last one year

- Practice the ability to lead and inspire people without any authority

- Learn the importance of communicating with key stakeholders in an impactful manner

- Practice some of the skills learnt over the last year

District Team – Skills for Success

- Communication Skills
- Leadership Skills
- Problem Solving and Decision Making
- Skills for Success
- Capacity Building of Block Teams
- Team Working Skills
- Planning and Implementation

My Journey over the last one year

- What matters to you? What is your purpose and values?
- What do others think matters to you the most?
- Growth you have seen over the last 1 year
- Areas you have struggled with over the last year
- Your plan for the year 2022-23
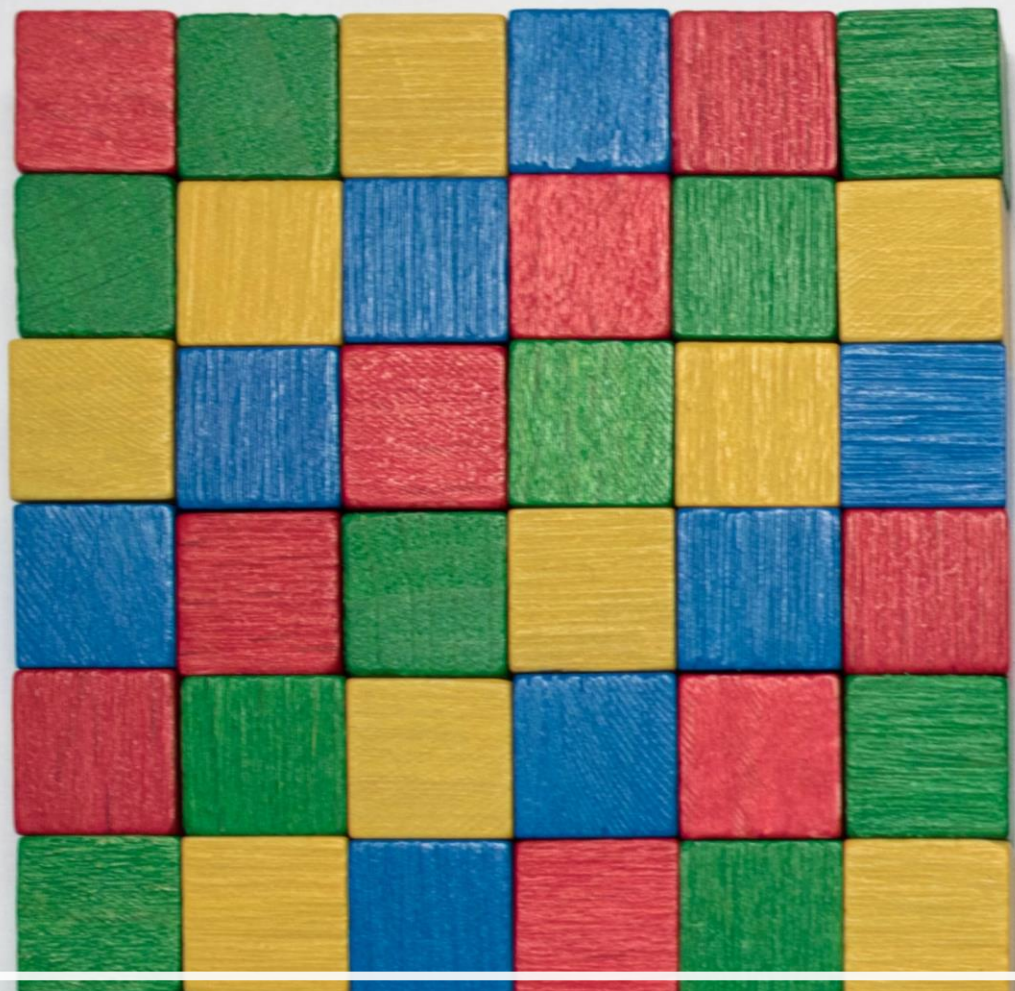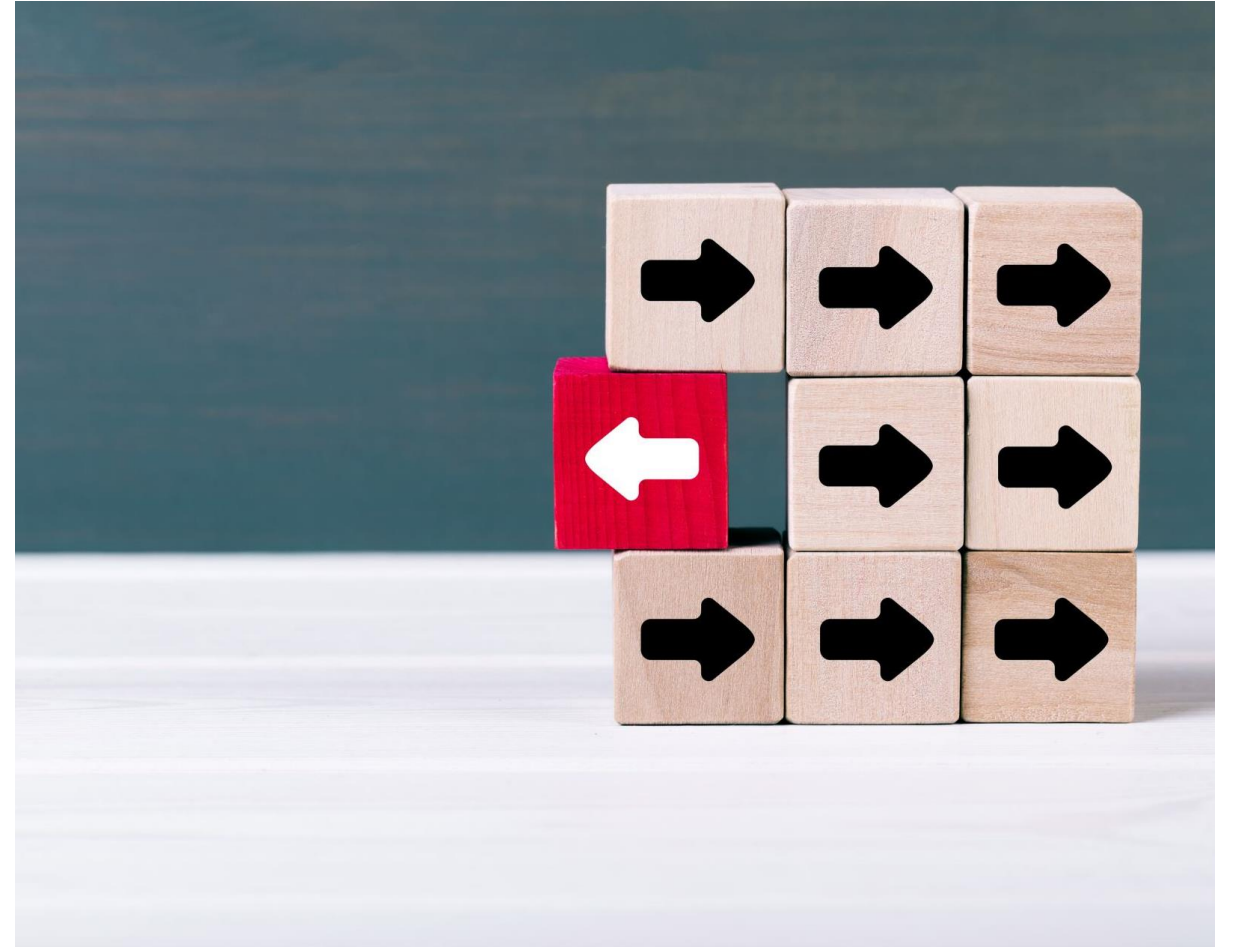
16 squares

Group Reflections

- What worked for your team?
- What did not work for your team?
- What was your contribution to achieve the team goals?

Leadership Styles

A leader is someone who can influence and encourage others to change status quo.

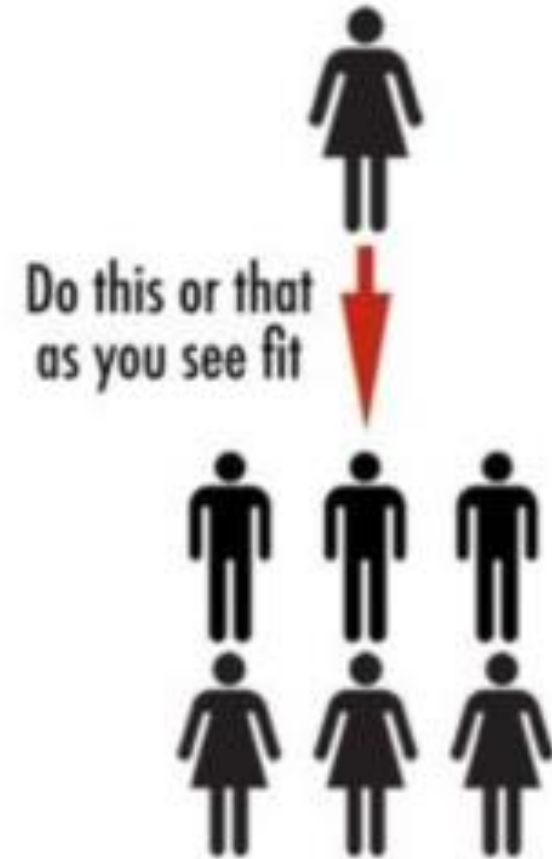It is not about a title or position, it is about ACTION!

Autocratic — Do this!

Democratic — What do you think we should do?

Laissez-faire — Do this or that as you see fit

Autocratic Leader

- When using this style, the leader takes most decisions without consulting others

- Works when there is little or no need for input on the decision

- Where the decision would not change as a result of input, and/or where the motivation of people to carry out subsequent actions would not be affected, whether they were or were not involved in the decision-making

- The obvious example here is where there is no time for input such as in an emergency situation when the leader typically has knowledge that others may not.

Democratic Leader

- When using the democratic style, the leader involves people in discussions and final decision-making, although the process may vary from the leader having the final say to working to find consensus in the group.

- People usually appreciate being consulted

- However, this style can be problematic when there are a wide range of opinions and there is no clear way of reaching consensus or when there is a lot of time pressure.

- An example of a situation in which this style might work well is when looking to relocate a team from one location to another as they are likely to be happier with the final collaboratively arrived at result.

Laissez-Faire

- In the laissez-faire style (French for 'leave to do') the leader's involvement in decision-making is usually kept till last and people are largely left alone to make their own decisions, although the leader may still be the ultimately accountable person.

- A laissez-faire style often works best when people are capable and motivated to make their own decisions, and where there is no requirement for central coordination.

- This can occur when resources are shared across a range of different people and groups or in a self-directed team situation, for example.

Personal Reflections

- What leadership style did you demonstrate?
- Did you move between styles during the activity?
- What is your most preferred style at work?
- How does that work for you?

Communication Styles
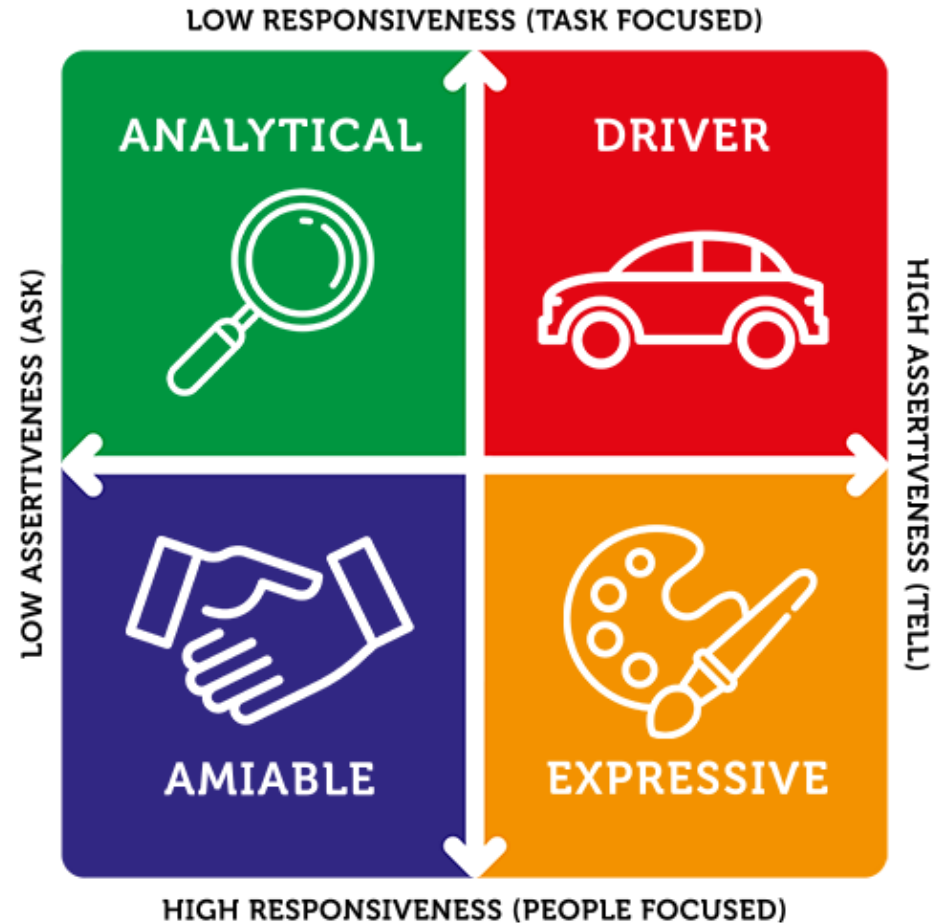
3 Cs of Communication

- Clarity
- Confidence
- Concise

COMMUNICATION STYLES

In your small groups, fill up this table:

What is your style of working?	What others tell you about your style?
What does your workstation/ work area look like?	What annoys you the most (at work)?

WHAT IS YOUR SOCIAL STYLE?

LOW RESPONSIVENESS (TASK FOCUSED)

ANALYTICAL

DRIVER

LOW ASSERTIVENESS (ASK)

HIGH ASSERTIVENESS (TELL)

AMIABLE

EXPRESSIVE

HIGH RESPONSIVENESS (PEOPLE FOCUSED)

Source: Merril and Reid

The 'Driver' social style

- The Driver social style is more task-oriented, and more 'tell' oriented. Drivers are:

- **Fast-paced.** They'll make quick decisions, speak quickly, walk quickly and they'll expect deliverables "yesterday".

- **Action-oriented**. A "better to do something rather than nothing" orientation. They won't always get it right, but that's not their goal, a good hit-rate is enough.

- **Decisive,** but willing to shift quickly. A Driver has strong opinions, but if they see that their approach is not working, they're willing to adapt quickly (which can surprise and alarm other styles!).

- **Highly independent.** They want to be in control, and they're focused on the bottom line. This can back-fire if they don't consider the needs of other people that they depend on.

The 'Analytic' social style

- The Analytic social style is equally task-oriented, and more 'ask' oriented. Analytics are:

- **Highly focused.** They set high standards (for themselves and others), the are detail oriented and expect to delivery quality work.

- **Data oriented.** They want to make decisions based on data, the more the better.

- **Systematic and well organized**. They like to take a structured approach and methodical approach.

- **Introverts**. They are quiet and private by nature, preferring to work alone or in small groups. Their quiet style may make them seem reserved.

The 'Amiable' social style

- The Amiable social style is people-oriented, and 'ask' oriented. Amiables are:

- **Warm, friendly, and easy-going.** They are sensitive to other people's feelings and emotions.

- **Team-players**. They are generous with their time and want to hear from others. They value making decisions by consensus.

- **Relationship-focused.** This is a strength but can also lead to an unwillingness to confront performance issues.

- **Risk-averse**. They work best in a stable environment and will seek to reduce risk in decision-making.
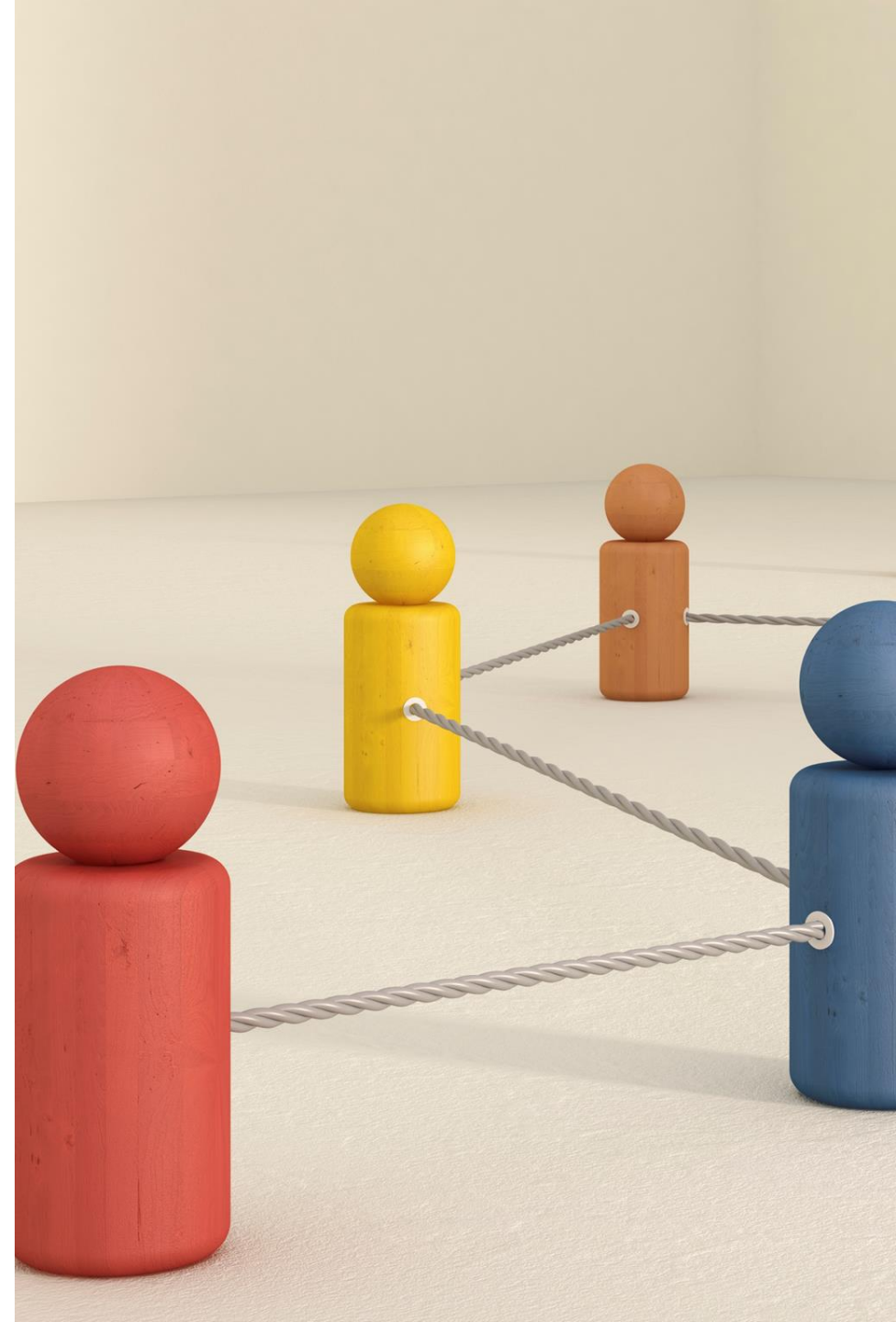
The 'Expressive' social style

- The Expressive social style is people-oriented, and more 'tell' oriented. They are:

- '**Big ideas' people.** Expressive like bold ideas, big statements, eye-catching projects.

- **Impulsive**. They go with their gut on what's right. As a result, they make more mistakes than most, but view this as part of getting things done. They are easily bored too, and don't do details.

- **Full of energy.** They talk first, think later and are bristling with energy and enthusiasm. They're always ready to embrace the next big thing. They share their emotions openly.

- **Energized by connections.** They'll pick up the phone rather than send an email, and they'd much rather meet face-to-face and talk.

HOW WILL YOU WORK WITH PEOPLE WITH DIFFERENT SOCIAL STYLES?
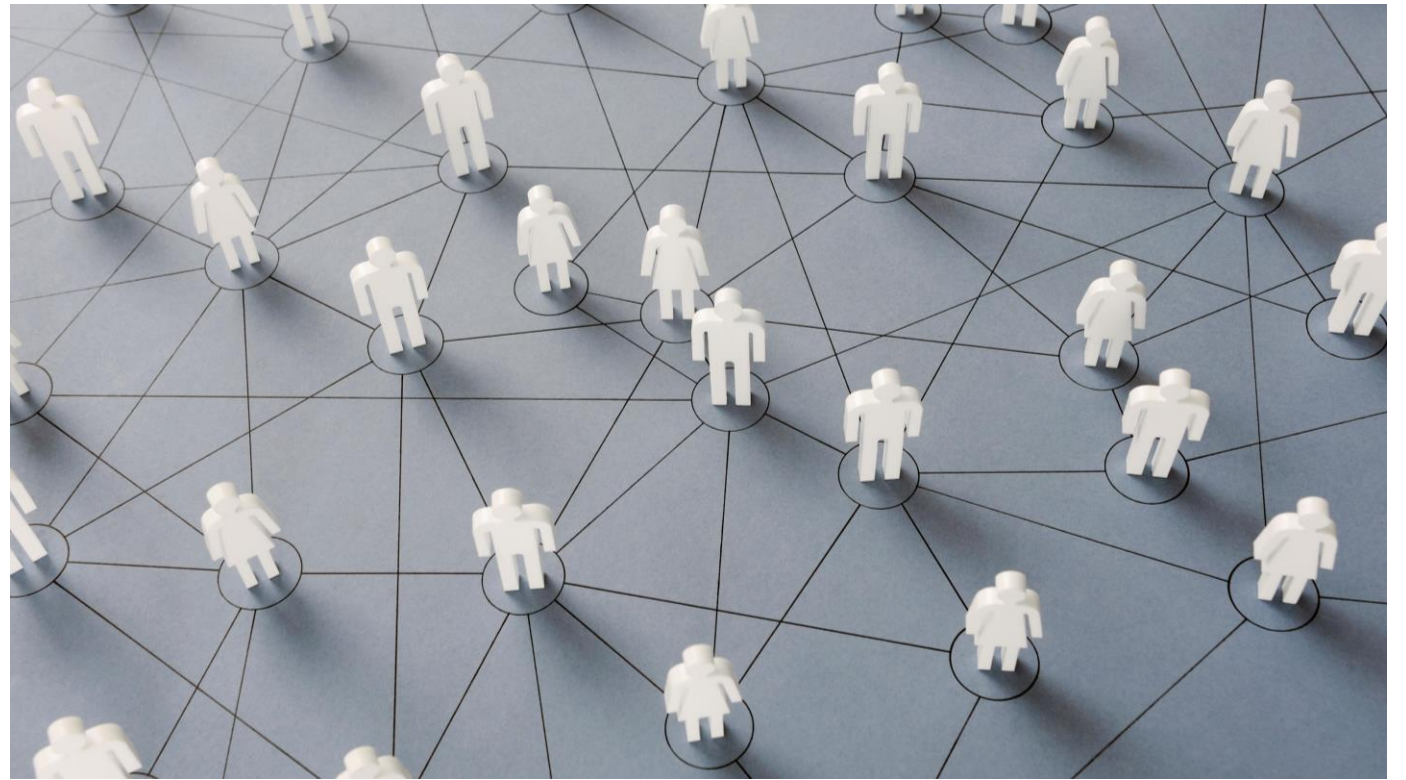
Working with other social styles

- **Strategies for working with a Driver**
- Focus on results, the bottom line
- Keep meetings short, hit the key points quickly
- Talk about what's in it for them and the business

- **Strategies for working with an Amiable**
- Take the time to explain the impact on everyone involved
- Build a consensus on the topic
- Work hard to minimize the perceived risk

- **Strategies for working with an Analytic**
- Make sure your arguments are supported by data
- Take them through the rationale, step-by-step
- Give them time to think and assess for themselves

- **Strategies for working with an Expressive**
- Go large, pitch the big idea
- Don't focus on details
- Talk with enthusiasm and energy

Action Plan for the this year

Your goal for this year	What will you do?	How will you do it?	Timelines
1			
2			

Thank you!

People's Action for National Integration - PANI

PHICUS
AMPLIFY SOCIAL IMPACT