



LEADERSHIP 100

Understanding types and definitions of leadership styles, to streamline team operations and improve outcomes.

LEADERS IN LEADERSHIP

Patti and Dr. Jack each have many years of training and experience in business leadership, including multiple and varied training workshops and graduate coursework, and have each written academic papers and published articles on leadership. In addition, they've each led many successful teams throughout their careers. They are working on combining all of their knowledge to publish a book on leadership, to help others learn from the vast knowledge and experience they've amassed.

The basic understanding of leadership is that there isn't one definition of leadership. No particular set of criteria universally agreed upon in the industry among experts defines what best leadership practices comprise. And it is necessary to use different leadership styles in different situations based on the goal of the team and its members.

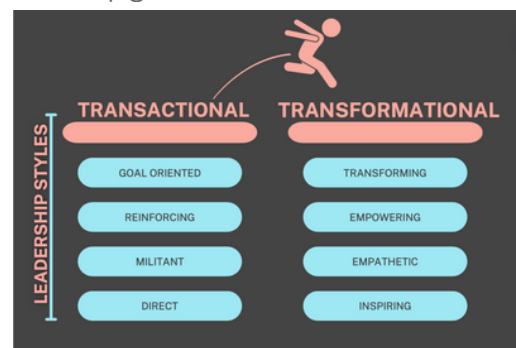
GROUNDING WITH DATA

LEADERSHIP 100 WHITE PAPER

TRANSACTIONAL VS. TRANSFORMATIONAL LEADERSHIP

There are differences between transactional versus transformational leadership and what that means when put into practice. Transformational leadership is based on developing people and empowering them. "Transformational leadership [is] getting subordinates to transform their self-interest into the interest of the group through concern for a broader goal" (Wren, 1995, pg.150). Transactional leadership has a more military-style approach to the leader-team member dynamic. "Exchange rewards for services rendered or punishment for inadequate performance" (Wren, 1995, pg. 150).

The basic premises of good leadership are, in fact, necessary across the board. You inspire your team members and instill a sense of trust and the importance of listening to them with genuine compassion and understanding. Empathy plays an integral role in successful leadership.



You need to recognize what leadership style you are projecting as a team leader. Are you consistent in your leadership style? Are you acting more like a transactional leader, expecting an exchange for punishment or benefit? Or are you a transformational leader, empowering your subordinates to follow by generating interest in the final outcome so that they feel personally invested? The priority is to become aware of your leadership style.

Also, whatever your leadership style is, ensure it aligns with the organization. If your approach is inconsistent with the organization's mission statement, it can create conflict. So make sure that your leadership style is congruent with your organization's expectations and goals.

SUCCESSFUL LEADERS FOLLOW THE LEAD OF THEIR TEAM

You don't get to pick the style, you lead how people want to be led. One of the greatest leadership classes Patti took was actually very focused. People act differently under pressure. And as a leader, you have to recognize when your team members are under pressure and respond to them accordingly. So you have to lead your team how they need to be led – differently for different people and in different situations. And in all instances, self-awareness of your leadership style is key.



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LEADERSHIP 100 - FRAMEWORKS AND DIFFERENTIATIONS

LEADERSHIP FRAMEWORKS

Some of the most useful frameworks we've found that put leadership paradigms into perspective are the **IDEALS**, **HALT**, and **FIRE** frameworks.

Under the premise of the **IDEALS** framework, when a subordinate comes to you with an issue, the conversation should ideally go something like this:

- "Would you be willing to talk about x?" (**I**nvoke to partner.)
- "I'd like to review the situation and get on the same page." (**D**isarm yourself.)
- "If we have different perspectives, that's cool, but we can discuss them to understand each other and develop a plan moving forward." (**E**liminate blame.)
- "Does that sound ok?" (**A**ffirm.)
- **L**ist facts you know.
- Synchronize with them and figure out the best way to move forward.

HALT is an acronym to remind leaders never to attempt to give subordinates feedback when you're **H**ungry, **A**ngry, **L**onely, or **T**ired.

You can use the acronym **FIRE** to guide you in conversations with team members. Focus on **F**acts, offer your **I**nterpretation of the situation, touch upon the emotional **R**eaction that ensued, and remember before you get to the **E**nd of the conversation, be sure to ask them if they have any additional information they wish to provide.

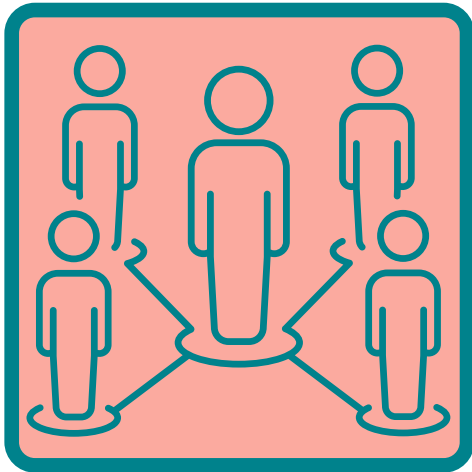
ACRONYMS TO KEEP IN MIND

I.D.E.A.L.S.

H.A.L.T.

F.I.R.E.

DIFFERENTIATING TEAM MEMBERS (AND EFFECTIVELY DEALING WITH THEM)



There are different categories that your team members may fall into, and you should manage members based on their type. There are high performers who get results, have great skills, live the values, and have a good attitude. They're very easy to manage. There are low performers who don't get results, don't have great skills, don't live the values, and don't have a good attitude. They're easy to let go. In between is a group of people who have high skills and get results but have a bad attitude or don't live by the organization's values. These are the most difficult. These are the "Talented Terrors." Even though this group of people is good at what they do, if they do not change their attitude or begin to follow the company values, they'll begin to erode the credibility and trust of the organization.

A sure-fire way to erode your credibility as a leader is to let the Terrible Terrors continue on their path of team destruction. No matter how much money they bring into your company, you'll find that your company will ultimately benefit from their removal. Finally, there is a fourth group that Leadership IQ calls the "Bless Their Hearts." These people have the best attitudes, but they are unfortunately just awful at their jobs. Learning the best ways to deal with each of these types of team members is vital to being a truly successful leader.

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LEADERSHIP 100 REFERENCES

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