



WHAT KIND OF LEADER ARE YOU?

Discover Your Style and Unlock Your Potential to Better Serve Others





Do You Know Your Leadership Style?

Everyone has a default leadership style.
Do you know yours?

Individual Activity:

Take the next 5-7 minutes to answer the questions that have been handed out to you.





Do You Know Your Leadership Style? (con't)

Group Activity:

Take the next 5-7 minutes to share your quiz findings with a partner or in a small group. Share the following:

- How did the quiz results differ from your expectations?
- Do you think your **leadership type** is *traditional*, *transactional* or *nontraditional*? Why?





Pitfalls of Leadership

- Over-supervising (giving too much direction)
- Under-supervising (giving too little direction)

Result =
Underdeveloped and
unmotivated followers





Leadership Categories

➤ Traditional

- Autocratic
- Laissez Faire

➤ Transactional

➤ Transformational

- Participative
- Democratic
- Situational





Traditional Leadership - Characteristics

Pros

- Clear chain of command
- Standard processes, policies and rules
- Labor is divided; everyone understands what they are supposed to do

Cons

- Hierarchical, top-down approach to power
- Authority bestowed on the leader
- Information is proprietary/guarded
- Change is driven by necessity or crisis



Transactional Leadership - Characteristics

Pros

- Clear chain of command
- Rewards and penalties are outlined and understood
- Transactional aspect: *If you do x, you will receive y.*
- Employees are motivated by rewards

Cons

- Status quo is always maintained (performance criteria set according to previously defined requirements)
- Conformity to organizational cultural norms; lack of innovation
- Rewards may be unfairly withheld; punishments may be unfairly meted out



Transformational Leadership - Characteristics

Pros

- Visionary and innovative
- Focuses on followers
- Motivates others to high levels of performance
- Adapts leadership style to developmental levels of followers

Cons

- Misuse of influence
- Taking excessive risks may be disruptive/detrimental to organization
- Overemphasis on some individuals





Situational Leadership (SL)

- SL was developed and studied by Kenneth Blanchard and Paul Hersey.
- **Leaders or managers adjust their leadership style to fit the developmental level of the employees** they are trying to influence.
- It is up to the **LEADER** to change his/her style, not the employee to adapt to his/her style.



The Situational Leadership Model





Four Types of SL Leadership

Directing – Leaders make the decisions and inform others of those decisions. Leaders are very involved in daily activities and closely supervise employees.
(enthusiastic beginner)

Coaching – Decisions ultimately lie with leaders, but input is solicited from employees before a final decision is made. Leaders praise and encourage employees to boost confidence and self-esteem. *(disillusioned learner)*



Four Types of SL Leadership (con't)

Supporting – Leaders still provide some direction, but decisions lie with followers. Leaders increase employee confidence and motivation with praise and feedback for tasks completed. (*capable but cautious performer*)

Delegating – Employees are responsible for choosing tasks and the direction they will take. Little supervision is required. (*self-reliant achiever*)



EI and Your Leadership Skills

Emotional Intelligence = The level of your ability to understand other people, what motivates them and how to work cooperatively with them.

Your Emotional Intelligence quotient (EQ) is directly related to how well you are able to lead others.





EI and Your Leadership Skills (con't)

Do You have a high EQ?

- **Self-awareness** – Awareness of your emotions and capabilities
- **Self-regulation** – Self control, conscientiousness, adaptability
- **Motivation** – Determining commitment, optimism and drive
- **Empathy** – Recognizing how others feel; anticipating needs
- **Social/Interpersonal Skills** – Soft skills (negotiating, influencing, collaboration, networking)



Takeaways

Do:

- Remember that people can and want to develop and there is no best leadership style to encourage that development.
- Tailor your leadership style to fit the situation/developmental level of individuals.
- Strive to enhance your EQ through professional development courses, career coaching, mentoring, and application of leadership principles.



Takeaways (con't)

Don't:

- Be afraid to try something new. A good leader is a risk taker and makes adjustments as needed.
- Forget to create a culture of service, beginning with yourself! You must set the example you want others to follow.
- Ask anyone to do anything you wouldn't want to or haven't done yourself.



Resources

Online

The Collaborative Leadership Network. [*Old vs. New Forms of Leadership*](#)

Books

Blanchard, K. (1985, 2013). *Leadership and the One-Minute Manager*. New York: Harper Collins.

Blanchard, K. (2010). *Leading at a Higher Level*. Upper Saddle River, NJ: FT Press.



Resources

- Cain, S. (2012). *Quiet: The Power of Introverts in a World That Can't Stop Talking*. New York: Random House, Inc.
- Kahnweiler, J. (2009). *The Introverted Leader: Building on Your Quiet Strength*. San Francisco: Berrett-Koehler Publishers, Inc.
- Maxwell, J. (2014). *Good Leaders Ask Great Questions*. New York: Hachette Book Group.
- Walton, D. (2012). *Emotional Intelligence: A Practical Guide*. New York: MJF Books.





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The findings and conclusions in this presentation are those of the author and do not necessarily represent the official position of the U.S. Department of Health and Human Services.



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Step 1: Go to www.lulac.org/FTIevaluation

Step 2: Fill out and send the form by **close of business TODAY** (but no later than COB Saturday).

Remember: Without an evaluation and a request for a certificate of completion for each course taken during the LULAC Federal Training Institute, LULAC will not be able to send you a certificate.

