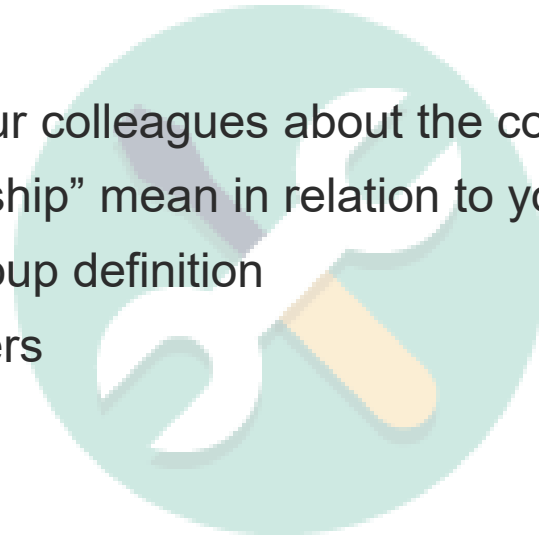


Coaching skills: Leadership and Teamwork

Susanna Esposito – ELA trainer

Your definition of leadership

- Divide in groups
- Brainstorm with your colleagues about the concept of leadership
- What does “leadership” mean in relation to your work?
- Come up with a group definition
- Share with the others



What about leadership

Leadership doesn't have a **one-size-fits-all** definition.

Some people think leadership means **guiding** others to complete a particular task, while others believe it means **motivating** the members of your team to be their best selves and be motivated as well.

But the general sentiments remain the same:

leaders are people who know how to achieve goals and inspire people along the way.

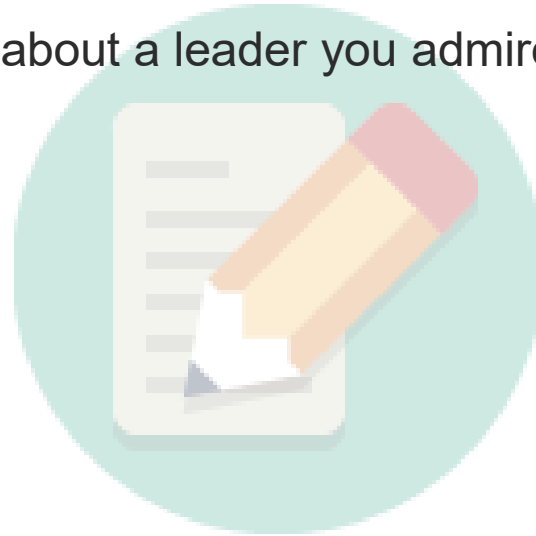
What about leadership

- *"Leadership is having a vision, sharing that vision and inspiring others to support your vision while creating their own."* – Mindy Gibbins-Klein, founder, REAL Thought Leaders

- *"A leader is a person who takes you where you will not go alone."* – Susan Ascher, CEO, founder and president, SusanAscher.com

My Leaders – part 1

- INDIVIDUALLY: Think about a leader you admire and identify 3 qualities he or she has



My Leaders – part 2

- IN GROUPS: Tell a story about one of your favorite leader to your group. Create a list together of 3 important characteristics that your leaders have in common.

Goleman's Leadership styles

Daniel Goleman, Richard Boyatzis, Annie McKee described six distinct emotional leadership styles (2002, "[Primal Leadership](#).”)

- 4 of these styles (Visionary/Authoritative, Coaching, Affiliative, and Democratic) promote **harmony and positive outcomes**
- 2 styles (Coercive and Pacesetting) can create **tension**, and should only be used in specific situations.

- NONE of these style should be used all of the time
- ALL of these styles should be used interchangeably

Goleman's Leadership styles



Goleman's Leadership styles

STYLE	Example + When to use it	How to develop it

You will receive:

- 6 papers describing the **Leadership Styles**
- 6 papers with examples for each style + when to use it

Task:

- 1) Match each style with the example + when to use it.
- 2) Complete with your own ideas the third column “how can we develop it?”, that is: **what skills should we train to perform each style better?**



Visionary

- People using the Visionary leadership style are inspiring, and they move people toward a **common goal**. Visionary leaders tell their teams where they're all going, but not how they're going to get there – they leave it up to team members to find their way to the common goal. Empathy is the most important aspect of Visionary leadership.

Visionary leadership in one sentence: "Come with me."

KEYWORD: Mobilize people toward a vision

Coaching

- People using coaching leader style are empathic and encouraging, and focus on **developing others** for future success. Typical of this style is having in-depth conversations focusing on long-term life goals. It's motivating, and it establishes rapport and trust.

Coaching leadership in one sentence: "Try this."

KEYWORDS: Develop people and strengths for the future

Affiliative

- People using affiliative leader promote **harmony in the team**. This style connects people together, encouraging inclusion and resolving conflict. To use this style, you must value the emotions of others, and put a high value on their emotional needs.

Affiliative leadership in one sentence: "People come first."

KEYWORD: Build emotional bonds

Democratic

- The Democratic leadership style focuses on **collaboration**. Leaders using this leadership style actively seek input from their teams, and they rely more on listening than directing.

Democratic leadership in one sentence: "What do you think?"

KEYWORD: Consensus through participation

Pacesetting

- People using pacesetting leadership style focus on **performance**, meeting goals and expect excellence from their teams.

Pacesetting leadership in one sentence: "Do as I do, now."

KEYWORD: Sets high standards for performance

Coercive

- People using coercive leader style demands immediate compliance. It is characterized by **orders**, the (often unspoken) threat of punishment, and tight control

Coercive leadership in one sentence: "Do what I tell you."

KEYWORDS: Demands immediate obedience

My Leaders – part 2

Let's think again about the leaders selected in the previous activity

Discuss in groups:

1. Take the post-its describing the qualities of your leaders. In which category of the 6 Goleman's leadership styles would you place them?
1. Overall, what type of leadership do you think your leaders have?



Learning about leadership and teamwork from geese



1. Divide in groups.
2. Each groups will receive a piece of paper.
3. Read what your piece of paper suggests about “what we can learn from geese about teamwork and leadership”
4. Then, find a way to describe to the other groups what your piece of text is about. You CANNOT use English language (or any other language), but you can draw, mime, use gestures etc...
5. The other couples watch and try to guess.



Leadership and teamwork

5 things geese can teach us about teamwork

- It's easier to fly/work together
- If you're outside the v-formation/team it's harder
- Leadership may be dynamic and rotate
- Communication is crucial
- Mutual help is mutually beneficial

