

Declaration

What do you commit to doing in the next three months to develop a broader set of leadership styles?

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» *Attend the Leadership & Development Event #5*

Developing the Mentoring Relationship

December 1, 2016 Evening Program

***In conjunction with the CREW Annual
Meeting***

Guest Speakers

David H. Galowich

For over 20 years David has been the driving force behind the success of Madison Realty Group as well as numerous other ventures. David is also a Georgetown University trained Leadership Coach and his passion includes being a catalyst in the professional and personal development of the people he interacts with. David is currently the CEO of Terra Firma Leadership LLC and a Chair of a Vistage CEO Peer Advisory Group. For more information on David please visit www.terrafirmaleadership.com



Cathy Carroll

Cathy Carroll is the founder of Legacy Onward, Inc. which provides leadership coaching for family businesses. Growing up as a third generation member of a family business, Cathy enjoyed a 20-year corporate career before leading her father's manufacturing business. Legacy Onward is dedicated to helping family businesses achieve greater profits through greater performance.



Leadership & Professional
Development Event #4

Honing Inspirational Leadership Skills

BEING THE RIGHT LEADER AT THE RIGHT TIME

Leadership That Gets Results

The Six Leadership Styles at a Glance						
	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now."	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Risks	Inhibits flexibility, dampens employee motivation, squashes innovation	Less effective when team of experts are more experienced than leader	Overuse of praise may allow for poor performance to go uncorrected, lack of advice from leader leaves employees in a quandary	Endless meetings, decisions take too long, employees feel confused	Other employees become overwhelmed, other employees resent the tendency to take over	Ineffective if employee is resistant to change
Overall impact on climate	Negative	Mostly positive	Positive	Positive	Negative	Positive

Harvard Business Review • March–April 2000

Identify a leadership style that is developmental for you:

- When could this style serve you well?
- What is most difficult about using this style?
- How could you begin to develop capabilities in this style?