

# Lead with Confidence

## Leadership style assessment tool

### Directional leader

#### How to know you adopt this style:

You like setting direction and leading from the front. You prefer to set the pace and standards of the work. You get directly involved in designing and shaping the work that will be delivered. You provide less space for others to choose how they will undertake the activity. You are results focused and like achieving success and having personal responsibility for overseeing the organisational delivery.

#### How to become more like this style:

If this is not naturally how you operate, but a situation means you need to adopt a more directive approach, I would suggest:

- Don't be afraid to take control of the situation, particularly if there is a crisis being addressed. People will expect that a leader will do this given the context, even if that is not their natural style.
- Be prepared to issue instructions in a clear and concise way.
- Reflect on your leadership physicality and what you may need to change to embody this leadership style.
- Articulate the standards you wish to see adhered to.
- Create a structure for operating, including using the RACI model to be clear on accountability.

### Supportive leader

#### How to know you adopt this style:

You like working with others and prioritise gaining trust and understanding the capabilities and skillsets of your team to best work with them to achieve organisational goals. You enjoy coaching and mentoring others and are excited to help colleagues fulfil their potential. You support group working and aim to achieve consensus on decision making where you can. You recognise that a team is made stronger by the relative strengths within it, and you enjoy working with colleagues who have skillsets and knowledge you do not possess, making you stronger as an overall group.

#### How to become more like this style:

To become a more supportive leader if this is not natural to you:

- Take time to understand your team. Ask how you might help them to develop their strengths further and address their weaknesses.
- Find out about their ambitions and goals, and see whether they have any hidden talents or skills that they may be able to bring to enhance the work of the team.
- Consider how specific pieces of work might provide opportunities for your team to deploy or develop their expertise.



- Get professional help to assist you in developing your coaching style.
- Explore the decision-making styles and consider whether you reflect sufficiently on decision acceptance in your approach.

### **Transformational leader**

#### How to know you adopt this style:

You are someone who thinks strategically and likes to articulate your vision and share that with others. You can imagine what your change will achieve. You like to engage others in the vision that you are setting out. You likely have high energy and are perceived to be an extrovert (even if you are not).

#### How to become more like this style:

If you need to act as a transformational leader, you might like to:

- Spend time developing a vision statement and test it with trusted colleagues.
- Ensure that your vision will engage others: make sure it is not too complex but that it explains the benefits of the transformation and tells a story that others will understand.
- Create change agents: those who will enthuse and excite others.
- Make sure you communicate expectations clearly.
- Provide a sense of purpose to your team. Consider what engages and inspires them to work hard and achieve great results, and draw on those elements in how you shape the work that is required.

### **Ambassadorial leader**

#### How to know you adopt this style:

You will likely operate slightly at arm's length from the detail and prefer considering the bigger picture. You like representing your team and your work externally and enjoy championing the brand or organisation. You will empower your team and trust them to deliver what is needed and would rather not be too prescriptive on the detail of how that work needs to happen.

#### How to become more like this style:

If you need to act like more of an ambassadorial leader, you could:

- Understand from marketing colleagues what the key external messages are and how you should be framing them.
- Ask how you can play a role in promoting the company – online, at events, at conferences.
- Use company brand language in internal and external meetings.
- Learn how to network effectively.
- Let your team know you trust them to deliver and that they have accountability for leading the work. On this point, I would suggest that you also tell them this doesn't mean that they hold off on escalating any issues to you should the need arise.

