

Chapter Eleven Exercises: Honing Your Leadership Effectiveness

The following exercise will allow you to examine ways to improve your effectiveness as a leader, including your use of flexible leadership styles and power in your relationships. Refer back to the definitions of leadership style in Chapter Eleven and Table 11.1, “Leadership Style and Power Grid.”

1. Preferred leadership style:

What is your preferred leadership style?

Why is it your preferred style?

Which of your skills does it use?

In what situations do you use your preferred style?

Is your style consistent with your leadership principles and values? Is it ever inconsistent?

What are you doing to improve your preferred style?

2. Backup style:

Your backup style is one you often revert to when you are under pressure, or when you find your preferred style is not working.

What is your backup leadership style?

In what situations do you revert to your backup style?

Which of your leadership skills does your backup style use?

As compared to your primary style, what are the negative consequences of your backup style? What are the positives?

3. Flexible leadership styles:

What are your flexible leadership styles?

In what situations do you use each of them?

What leadership skills does each of your flexible styles require?

How do you adapt your leadership style to the circumstances facing you?

How do you adapt your leadership style to the readiness of your team to take on greater leadership?

How can you use flexible styles and still be authentic?

4. Using power:

What is the role of power in your leadership?

How do you gain power or influence within your group?

How do you use power effectively in leading others?

Think of an example in which you used your power over others with negative consequences. How did people respond?

What went wrong? What would you do differently if you had it to do over again?

How do you respond to powerful people that use their power over you? What is the most appropriate way to deal with very powerful people?

What can you do to avoid being overpowered?

How can you avoid giving away your personal power to powerful people?

5. Leadership effectiveness:

Describe the ways in which you plan to change your leadership in order to improve your effectiveness as a leader.