

## Exercise - Additional Reflections on Leadership Theories and Styles

**Important Note:** For this exercise you have to be familiar with the different types of leadership theories that exists: democratic, autocratic, laissez-faire, transformational, transactional, charismatic, adaptable,...

### Identifying strengths and weaknesses for each style/leadership approach

Looking at different theories of leadership:

- What benefits do you identify? Which aspects of each style are expected to lead to successful outcomes?
- What aspects of each approach make it ineffective/unsuccessful? What cautions can you think of for each style described?
- In which specific situations, a transformational style may not work? In which situations, a directive style may prove effective?
- What's the likely impact of each leadership style on the team, on productivity and results, on overall atmosphere and organization culture?

### Looking at your personal leadership style

- In terms of the people you're now leading, what difficulties might they have encountered with your leadership approach?
- What would you like to change or improve about your current leadership style?

### Rethinking our ideas about leadership

#### Beyond authority and charisma

- Try to recall specific situations where traditional approaches, based on the expertise or charisma of the person in formal leadership role, were not enough to provide sustainable solutions.
- Similarly, bring to mind a situation where you, or someone you know, managed to get an individual or group to face their own challenges without using any official authority.
- In which situations do authority, charisma, titles and expertise fail to provide needed results? What kind of work and adaptation do these situations call for?

#### Adaptation and capacity development as key leadership pillars:

Take some time to read the below articles and note down your insights.

You will find their links in the Resources section.

- The leader of the Future, Interview by William Taylor with Ronald Heifetz, Fast Company (i. 25 p. 130)
- Seven Transformations of Leadership, David Rooke & William R. Torbert, Harvard Business Review

If the way leaders develop their capacities and consciousness is critical in today's world, what learning is personally key for you?