What is Your Leadership Style?

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Today’s session

What is a leadership style?

Why do leadership styles matter?

What are some leadership styles?
What is a “Leadership Style”??
### Foundational Concepts

<table>
<thead>
<tr>
<th></th>
<th>Leadership Style</th>
<th>Leadership Theory</th>
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<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>Explains how a and when a style of leadership might lead to a desired outcome or results</td>
<td>Explains how and why certain people become leaders</td>
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<td><strong>Who needs it?</strong></td>
<td>Every leader or manager</td>
<td>Every scholar studying leadership Meta-leaders building a culture</td>
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<td><strong>When is it problematic?</strong></td>
<td>When we practice only 1-2 styles</td>
<td>When we believe in only 1-2 theories for complex organizations of today</td>
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</table>
Why does Leadership Style matter?
Leadership Competences (e.g. emotional intelligence)

Leadership Styles

Organizational Climate
Flexibility, Responsibility, Standards, Rewards, Clarity, Commitment

Job Requirements

70% of variance

Leadership Effectiveness

30% of variance

Business Context

Business Performance

Hay Group Study

UCLA
David Geffen School of Medicine
Leadership Competences (e.g. emotional intelligence)

Leadership Styles

Organizational Climate
Flexibility, Responsibility, Standards, Rewards, Clarity, Commitment

Job Requirements

Leadership Effectiveness

Business Context

Patient Care
Research Output
Education & Training
What are some Leadership Styles?
Let’s start with an analogy:

Doctor-Patient Relationship Styles

**Visionary**
- There is hope. You have these options.

**Prescriptive**
- Follow my orders. Take these medications. This is good for you.

**Affiliative**
- What seems to be the problem? I hear you.

**Democratic**
- These are the risks and benefits. What do you think? What do you want to do?

**Exemplifying**
- This is how my other patients did. These are the before-after pictures.

**Coaching**
- What do you want to achieve? What are your goals? You can do this.
Daniel Goleman’s

Six Leadership Styles

Visionary
Follow my vision.
0.54

Commanding
Follow my orders.
-0.26

Affiliative
I hear you.
0.46

Democratic
I hear everyone.
0.43

Pacesetting
Follow my steps.
-0.25

Coaching
Follow your dream.
0.42
Style

Core Function

When does this style work best?

Impact on Climate

Visionary

Mobilizes people toward a vision

When changes require a new vision, or when a clear direction is needed

Very Positive

Commanding

Demands immediate compliance

In a crisis, to kick start a turnaround, or with problem employees

Negative

Affiliative

Creates harmony and emotional bonds

To heal rifts in a team or to motivate people in stressful circumstances

Positive
**Style**

**Democratic**
- Forges consensus through participation
- To build buy-in or consensus, or to get input from valuable employees
- Positive

**Pacesetting**
- Sets high standards for performance
- To get quick results from highly motivated and competent team
- Negative

**Coaching**
- Develops people for the future
- To help an employee improve performance or develop long-term strengths
- Positive

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**Core Function**

**When does this style work best?**

**Impact on Climate**
Others Styles of Interest

- Democratic
- Autocratic
- People Oriented
- Task Oriented
- Detailed Focused
- Big Picture
- Transformational
- Transactional
- Situational
- Servant
- Participatory
- Quiet
- Charismatic
What Works?

1. Leaders need to know and be able to use ALL styles.

2. Certain styles might come more naturally to each individual leader.

3. Knowing **when** and **how** to use each style is critical.
Can we apply the same concepts and consider:

**Six Mentorship Styles**

- **Visionary**
  - Follow my vision. This is how you career can unfold.

- **Commanding**
  - Follow my advice. I need a draft by next week.

- **Affiliative**
  - I hear you. I trust you. I hope you trust me. I support you.

- **Democratic**
  - What do you think? What do you suggest?

- **Pacesetting**
  - Follow my example. Follow that example. Follow my lead. Let me show you how to do it.

- **Coaching**
  - Follow your dream. I can help you. I empower you to make the right decisions.
Thank you!

Any Questions, Comments or Points for Discussion?

Please use the “raise hand” function or type your question in the chat box.

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