

A spiral-bound notebook with a brown cover and a light beige, textured fabric-like surface. The spiral binding is on the left side. The text is centered on the cover.

Leadership Styles

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Leaders ...

1. are *interdependent* with followers
2. have a rock-solid *value system* which is congruent with their followers'
3. always *accelerate change*



Leading is like herding cats

“I like the phrase herding cats not merely because cats [and people in general] have their own agendas

... but because they will manipulate the herding process just to confound the herder

... just to remind the herder that the herding process is not merely futile but also illusory.”

- Jeanne Simpson

Why can't you herd cats .



- They have 9 lives
- They jump, they fall, they land upright
- They always win
- They are psychic
- They are always in control
- They are all like Garfield

*Cats are highly evolved ... and
perfectly suited to the environment*



*Every organization (or cat) is perfectly
designed to get the results that it gets
.....!*

*Cats don't like leaders ...
... they are all leaders!*



**And they
eat the
bad ones!**



Forget cats ... what about people?

- 20 million years of evolution as an ape
- 1.3 million years evolution as a hunter gatherer
- 8 thousand years as a farmer
- Only “a few minutes” as a farmer .. so .. do we still have a “hunter gatherer” mentality?

Courtesy Bernard Harrison, Director Singapore Zoo, 1998

Hunter/Gatherer – 1.3mm years

- 1.3 million years
- Groups of 30 to 50
- Hunters & gatherers
- All share task of food-finding
- Year-round sex
- Large brain
- Long infancy



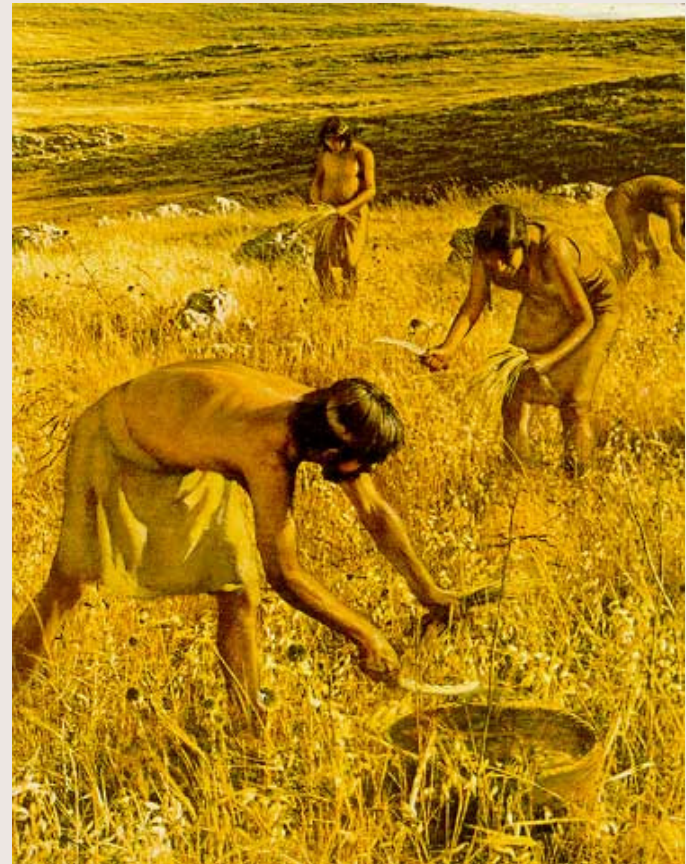
Hunter/Gatherer – 1.3mm years

- Leadership by consensus
- No hierarchy
- Nomadic & few possessions
- Emotional intelligence?



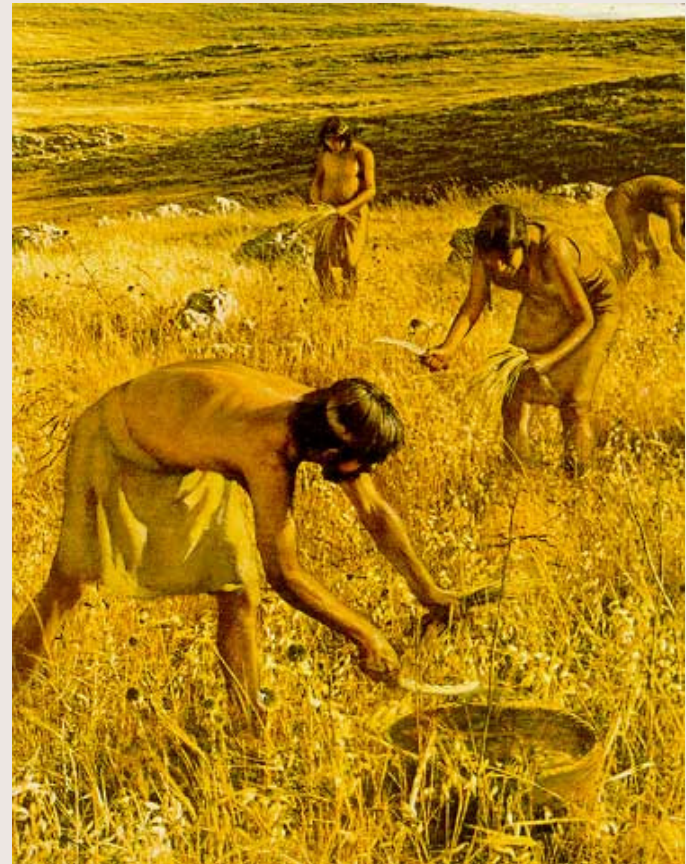
Farmer – 8000 years

- **8,000 years ago**
- **Farming - wheat, barley, goats & pigs**
- **Regular and surplus supply of food**
- **Free people for specialization**
- **Cities and societies**



Farmer – 8000 years

- Leadership by individuals
- Hierarchy
- Accumulation of objects & wealth
- Intellectual intelligence?



A decorative spiral binding on the left side of the slide, consisting of a series of metal loops.

Leadership Style

- Reflects the personality of the leader
- Reflects the tendency of the leader to use certain tactics of leadership
- All leaders use as many tactics as possible, the issue is the preferred style.

Leadership Style

- Two axes to consider based upon observed behavior
 - Telling versus asking
 - Controlled versus emotive responsiveness
- It is possible to group people into four preferred styles based upon these two axes

McKenna & Maister. First Among
Equals. (NY: Free Press, 2002).

Leadership Styles

	Controlled	Controlled	
Ask	Analytical (wants to get it right)	Driver (wants to get it done)	Tell
Ask	Amiable (wants to get along)	Expressive (wants to get noticed)	Tell
	Emotive	Emotive	

Distinguishing Characteristics of Styles

	Amiable	Analytic	Driver	Expressive
Seeks	Acceptance	Accuracy	Control	Recognition
Strengths	Listening Teamwork Follow up	Planning Orchestration Systems	Administrate Leader Pioneer	Persuading Entertaining Enthusiastic
Weaknesses	Oversensitive Slow to act No overview	Perfectionist Critical Unresponsive	Impatient Insensitive Doesn't hear	Inattentive Poor detail No follow up

McKenna & Maister. First Among
Equals. (NY: Free Press, 2002).

Distinguishing Characteristics of Styles

	Amiable	Analytic	Driver	Expressive
Irritated by	Insensitivity Impatience	Disorder Impropriety	Inefficiency Indecision	Routines Complexity
Under Stress	Submissive Indecisive	Withdrawn Headstrong	Dictatorial Critical	Sarcastic Superficial
Decision Making	Conferring	Deliberate	Decisive	Spontaneous

McKenna & Maister. First Among
Equals. (NY: Free Press, 2002).

Distinguishing Characteristics of Styles

	Amiable	Analytic	Driver	Expressive
Fears	Sudden change	Criticism of personal effort	Being taken advantage of	Loss of social recognition
Gains Security Through	Friendship	Preparation	Control	Playfulness

McKenna & Maister. First Among Equals. (NY: Free Press, 2002).



Where Do You Fit in?

- What are the common goals?
- Remember—one definition of leadership is getting people to goals they were not planning to reach anyway.
- What is my preferred style?
- Am I prepared to endure personally directed criticism in trying to get to the common goals?



Averting the “Tragedy of the Commons”

- Information
- Identity
- Institutions
- Incentives