



## UNIT I: Personal Leadership Skills

# Module 3: Strengths and Style

Leadership styles have commonly been labeled “autocratic” or “democratic” to distinguish between the degrees of control/power a leader exercises over the group and to describe to what extent the group participates in making decisions. More recently “task” and “relationship” behavior as two important components of leadership styles, particularly in community and volunteer organizations, have been recognized.

Effective leadership assessment involves the group’s style and stage of development first, and then uses a matching leadership style. If the style of the leader and the needs of the group are mismatched, the group will be unproductive. Leaders also need to adapt their style to the urgency of the task to be accomplished.

**TASK BEHAVIOR:** oriented towards goals, accomplishments, and organization process.

**RELATIONSHIP BEHAVIOR:** oriented towards creating the social climate of emotional and psychological support in the relationship with group members.

Leadership styles usually combine some of each behavior in varying amounts. Leadership styles need to be varied for leadership to be effective. This means that we need to cultivate a range of supporting styles and become flexible in using them. Not only is this true when we work with groups at various stages of group development, but also when we move from one culture to another.

Individuals have a fundamental style or behavior pattern that is their preferred method for learning, for participating, and in working with others. Knowing your own style helps you understand yourself better and also helps you identify times when using a different style would be more effective.<sup>1</sup>

## True Colors

“True Colors” provides motivational training and education to the field of teaching, learning and leadership. “True Colors” trainings and programs are based on the principles of Myers-Briggs and the work of David Keirsey, plus additional research conducted on the preferences of different personality groups. “True Colors” translates a complex theory of personality types into a language we all can understand easily.<sup>2</sup>

This approach uses a series of questions about personal preferences in dealing with people and situations. Personality types are categorized as Green, Gold, Blue, and Orange. Everyone has parts of all colors but has a preference for a primary or true color. Insights into learning, problem solving, and interpersonal relationships are gained through this program.

“True Colors” training is offered by certified trainers. Individuals who have participated in “True Colors” training, or in other methods of assessing style and personality, can more readily learn how to draw on their inner strengths to practice activator behavior. It’s important for the leader to be aware of the need for role flexibility, constantly structuring leadership behavior according to:

- Goals of the group
- Membership of the group
- The time the group has in which to accomplish its task