

EXPLORING DIFFERENT LEADERSHIP STYLES



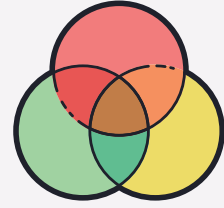
WHAT IS A LEADERSHIP STYLE?



A leader's **usual behaviour** or **defining traits** when managing their team.



According to literature, there is more than one established style, each associated with their **own distinctive behaviours**.



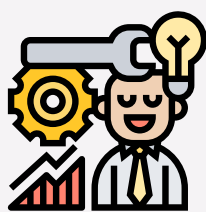
Depending on their traits and behaviours, individuals' styles may **overlap between more than one established style**.

WHY IS IT IMPORTANT TO BE AWARE OF DIFFERENT STYLES?

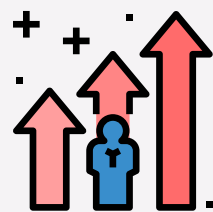
Established leadership styles can serve as a guide to help leaders to:



Understand why other leaders lead their teams differently from them



Craft their own leadership style as they explore and find what works for them



Improve their own styles by incorporating new behaviours based on the organisation's needs

LEADERSHIP STYLES IN THE ICA CONTEXT

In general, there is no right or wrong leadership style. However, they may be more or less effective depending on different factors such as the organisation's culture and needs. To focus specifically on what is more effective in ICA, we will refer to one of the previously published Leadership Stories. This is one of IPD's initiatives to encourage peer recognition for effective leadership behaviours. In this example, INSP Zachary was nominated by his colleague, CI (1) Raveena (*names changed for privacy*).

EXAMPLE 1 - STORY 1: INSP ZACHARY [Nominated by CI (1) Raveena]

Summary

- INSP Zachary takes the time to understand each member of his team as an individual.
- He gives them more opportunities to develop their skills based on their interests.
- When mistakes are made, he focuses on how his team can improve from them.
- Thus, he maintains his team's morale, keeping his team more engaged at work.

SCAN HERE TO READ THE FULL STORY!



In this story, INSP Zachary has effectively displayed 2 established leadership styles (listed below). Read through the explainer of the 2 styles, and try challenging yourself to identify the behaviors associated with each leadership style!

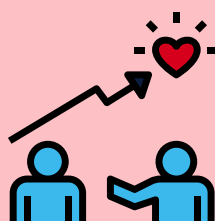
Servant Leadership

Servant leaders have an empathetic nature, which allows them to easily gain the loyalty and trust of their team members. They place great importance on each member's needs, to the extent of putting them above their own interests. This makes team members feel valued and thus increases their productivity.



Coaching Leadership

Coaching leaders build a developmental relationship with each member of their team. They do so by recognising their officers' strengths and weaknesses, asking questions that expand discussions, and instilling ownership within officers to guide them towards improving themselves. The coaching relationship also allows leaders to learn from their team members as well



Answers:

- Servant Leader:
 - Cares for his team's development
 - Maintains team morale
 - Treats his team like family
- Coaching Leader:
 - Provides each member of his team with opportunities based on each individual's interests
 - When his team makes mistakes, he works with them via discussions to improve from them.

To read the answers, right click to save this image. After opening the image, press CTRL+R or click the rotate button until the image is upside down. If you are reading the PDF version, right click and select "Rotate Clockwise" twice.

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EXAMPLE 2 - STORY 3: INSP JASON [nominated by INSP Leon]

Summary

In this issue, INSP Jason was nominated by his peer, INSP Leon (*names changed for privacy*).

- INSP Jason is a rational leader who understands how to communicate new work instructions and makes them comprehensible to his team
- He understands that executing job duties effectively requires a strong understanding of the role
- He was also willing to assist the newly posted Team Leaders by giving explanation and updates on the work instructions and processes



SCAN HERE
to read the full story!

EXAMPLE 3 - STORY 4: ASP CHARLES [nominated by DSP Wilson]

Summary

In this issue, ASP Charles was nominated by his superior, DSP Wilson (*names changed for privacy*).

- ASP Charles leads with empathy and cares for the safety of his team
- In spite of the uncertainty during the Circuit Breaker period, he gathered credible information to correct the officers' misconceptions, keeping them motivated to carry out their duties through the period
- As a leader who leads by example, he voluntarily joined his team in face-to-face security checks, despite a greater risk of infection from COVID-19



SCAN HERE
to read the full story!

In the stories, both DSP Wilson and ASP Charles have demonstrated two established leadership styles (listed below). Take a look at the descriptions of the two styles and try to identify the behaviours associated with each!



Visionary Leadership

Visionary leaders strive to achieve a desired future outcome (e.g. successful change) and work with their team to attain this goal. They see the big picture and lead their teams in completing tasks that will ultimately lead to their desired future outcome.

Furthermore, they foster the confidence of the team, especially during times of change (e.g., COVID-19 Circuit Breaker), as they have a clear direction that they want their team to head towards.

Transformational Leadership

Transformational leaders lead their teams to effectively attain the organization's goals. To achieve these broad goals, they place great emphasis on clear communications within the team. They are people-oriented, establishing close personal connections within the team, inspiring and motivating the team to achieve the goals set for them.



Answers:

To read the answers, right click to save this image. After opening the image, press CTRL+R or click the rotate button until the image is upside down. If you are reading the PDF version, right click and select "Rotate Clockwise" twice.

- Visionary Leader:**
- INSP Jason's goal was the successful implementation of new work processes
 - To achieve this, INSP Jason ensured that all team members accurately understood their roles and responsibilities
 - He also simplified and explained work instructions clearly to his team for them to understand the rationale behind the many changes in processes
- Transformational Leader:**
- ICA's goal was to ensure that officers can effectively carry out their work duties even during the COVID-19 pandemic
 - Towards this end, INSP Jason focused on clear communications by clarifying doubts about work instructions
 - He also supported his team and the other Team Leaders to effectively implement the new processes

Story 3

- Visionary Leader:**
- ASP Charles' goal was the continuation of work operations in the midst of the COVID-19 pandemic
 - ASP Charles recognised that officers' fears could impede their work performance, and took the initiative to correct their misconceptions to ensure they felt secure enough to continue working
 - While uncertain times arose, he kept the team motivated to maintain high work morale to work diligently
- Transformational Leader:**
- ICA strove to ensure that its officers still fulfilled their duties, despite the COVID-19 pandemic
 - ASP Charles accomplished this by resolving the team's doubts about COVID-19 and inquiring about their well-being
 - He set a good example by being personally involved in the security checks, which inspired the team

Story 4

Besides the four leadership styles that we have covered in depth throughout this two-part series, there are also other styles that are often seen in the workplace. To showcase these styles, we have created a short video for your viewing pleasure. Use this as a guide to create or enhance your own style!



SCAN HERE
to watch the video!