Managerial Style Workbook
Developing your leadership strength

Sample
What is managerial style?

What do managers do to try and get the best out of people? Do they cajole? Do they plead? Do they collude? Or do they simply lead by example? The reality is managers use many different behaviors, drawing on a range of skills, techniques, strengths, habits and ideas.

Throughout Hay Group’s research into highly effective managers six distinct patterns of behavior emerge – six managerial styles. Effective managers use these styles in the right measure, at just the right time, to create a positive, energizing work climate for their teams.

These six managerial styles are:

- **Coercive**: securing immediate compliance from team members
- **Authoritative**: providing long term direction and vision for team members
- **Affiliative**: creating harmony among team members
- **Democratic**: building commitment among team members and generating new ideas
- **Pacesetting**: accomplishing tasks to high standards of excellence
- **Coaching**: offering long term professional development to team members.

Your own range of managerial behaviors may already include these styles to some degree. The question is, are you doing the right things, at the right time, in the right circumstances, with the right people?

Managerial Style Workbook is designed to help you answer this question. By completing the exercise *What is my managerial style?* you will identify which styles you think you are using most often.

By completing the exercise *What does my situation demand of me?* you will be able to think about the styles that your particular situation may require.

What does the workbook cover?

**Section 1: What do managers do?**
- Managerial style, climate and performance
- What makes an effective manager?

**Section 2: Profiling your managerial styles**
- Exercise 1: What is my managerial style?
- Exercise 2: What does my situation require of me?
- Your profiles
- What do your profiles mean?
- Your repertoire of managerial styles

**Section 3: What does each managerial style look like?**
- Coercive
- Authoritative
- Affiliative
- Democratic
- Pacesetting
- Coaching

**Section 4: Developing your managerial styles**
- What do managerial styles look like in my context?
- Developing your managerial styles
- Additional resources
Managerial style, climate and performance

More than 60 years of Hay Group research shows that good leadership will influence the discretionary effort of a company’s employees. The ultimate impact of a positive climate is an increase in motivation, productivity and innovation – potentially up to 30% on the bottom line. In most jobs, especially complex ones, there is a vast gulf between what employees must do to meet expectations and what they can do if they perform at their full potential.

Positive climates encourage extra effort – negative climates inhibit it. High performance climates are characterized by individuals who routinely do whatever it takes – who exceed expectations. Extended periods of poor climate may cause people to lose faith in the idea that things can improve, the or the organization. The results can include staff turnover, absenteeism, dissatisfaction and low productivity.

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There is no right or wrong managerial style. The most effective style to use will vary, depending upon the demands of the situation.

This workbook is based on the work of George Litwin and Robert Stringer who identified these six managerial styles. Their research also identified six climate dimensions that are used in our Organizational Climate Workbook.

What makes an effective manager?

Great managers can be many things. But they can only be measured by one criterion – the performance they generate from their team.

Here’s how they do it:

Great managers have a wide range of competencies to draw on: skills, capabilities, knowledge, ideas, beliefs and values. They understand their strengths and weaknesses, their preferences, what makes them tick, what they avoid and how they learn. They know themselves well.

Great managers know exactly what their role is in the team. They read the situation and understand what is needed from them.

Great managers create a great atmosphere to work in. The manager – and their behaviors – has the biggest impact on team climate.

Great managers don’t have one style, they have several. And they know when to use the appropriate managerial style.

Your individual competencies

Your role

The team climate you create

Motivation

Extra effort

Performance

Team climate affects performance. It affects the amount of effort people in the team will contribute. The more they contribute, the more successful the team will be.

Great managers have a wide range of competencies to draw on: skills, capabilities, knowledge, ideas, beliefs and values. They understand their strengths and weaknesses, their preferences, what makes them tick, what they avoid and how they learn. They know themselves well.

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Great managers don’t have one style, they have several. And they know when to use the appropriate managerial style.

Your managerial behavior has the biggest impact on your team climate, and therefore on productivity and motivation.
What do managers do?

**What climate do I experience and create?**

An effective manager will ask themselves: “Am I creating a positive climate?” The six dimensions of climate that have consistently demonstrated the greatest direct effect on individual and team performance are:

- **Clarity:** people are clear about where the organization is going and what their contribution is.
- **Standards:** there is a continual emphasis on improvement and excellence.
- **Flexibility:** there are no unnecessary rules and procedures.
- **Responsibility:** people are empowered to get on with their job and held accountable for it.
- **Rewards:** they receive appropriate recognition for their level of contribution.
- **Team Commitment:** there is pride and trust in the organization.

The Organizational Climate Workbook will help you explore the climate you experience, and what climate you think you create for your team. You will be able to reflect on what you can do to create just the right conditions for them to give their best.

**How do I do it?**

You approach your role with a range of experience – the abilities you developed in your early work roles and the additional abilities you have developed as a manager.

- **Use of our experience:** when we ask for – and do well. But we also be useful:
- **Which are you most challenging?**
- **How do you see yourself as a manager?** Which of the following phrases mean something for you?

  controller standard bearer direction provider
  first among equals expert coach exemplar arbitrator referee coordinator supporter

**What are the demands of my role?**

Effective managers ask themselves: “What are the demands of my managerial situation?” Then they select the right styles in response to the demands of the situation, considering:

- the experience and capability of team members
- the complexity of the task
- time pressures and resource availability
- the risks that result from underperformance
- the organization’s culture or norms.

Finally, they keep an open mind and observe their impact, watch out for changes in the situation that demand a different approach, and assess changes in the climate they are creating for their team.
Exercise 1: What is my managerial style?

Look at the statements below. Think about how closely each statement describes you and your approach. Using a scale of 1–6, from definitely disagree to definitely agree write the number that best represents where you fall within that range in the highlighted box to the right of each statement. Then add the scores in each column to get the total score for each managerial style. Plot the total score for each style on the chart on page 8.

1. I feel that close supervision is not necessary in a situation where team members have participated in discussions of job-related issues.

2. I believe team members’ rights and feelings are more important than the immediate job at hand.

3. I am concerned with high standards of performance and encourage team members to reach these standards.

4. I often give orders in the form of a suggestion, but make it clear what I want.

5. In the long run, I will fire or transfer a person I consider to be unmanageable.

6. I expect my team members to carry out plans exactly as I have prepared them.

7. I tend to rely on group consensus rather than direct supervision or control.

8. I believe that developing close personal relationships with team members is the mark of a good manager.

9. I focus on getting team members to follow my example rather than establishing close personal relationships with them.

10. When team members fail to perform, I calmly but firmly let them know why they have failed.

11. I give members of my team responsibility, but take it back if performance is not forthcoming.

12. I try to reduce resistance to my decisions by indicating what team members have to gain.

13. I believe it is a manager’s job to motivate team members by providing performance feedback.

14. I create work plans that represent the ideas of my team members.

15. I believe a popular leader is better than an unpopular one.

16. I believe that firm discipline is important to get the job done.

17. I have high standards of performance and little sympathy for those whose performance falls short.

18. When a team member’s work plan is inappropriate, I suggest rethinking the matter and coming up with another.
<table>
<thead>
<tr>
<th>Definitely disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Definitely agree</th>
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</thead>
<tbody>
<tr>
<td>I believe a popular leader is better than an unpopular one.</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>E</td>
<td>F</td>
<td>3</td>
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**Sample**
Exercise 2: What does my situation require of me?

Now, take a moment to reflect on your work situation. For each statement, think about how closely it describes your situation. Using a scale of 1–6, from **definitely disagree** to **definitely agree** write the number that best represents where your situation falls within that range in the highlighted box to the right of each statement. Then add the scores in each column to get the total score for each managerial style. Plot the total score for each style on the chart on page 8.

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<tbody>
<tr>
<td>1. The work setting allows for team members to experiment, learn from mistakes and develop.</td>
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<td>2. Tasks in my work area require clear, specific and frequent direction about performance standards, expectations and responsibilities.</td>
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<td>3. Work steps and procedures need to be followed exactly in my area.</td>
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<td>4. Work completion relies more on mutual respect and loyalty than on specific standards and goals.</td>
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<td>5. Specifying and demonstrating high performance standards is a key way of shaping team members’ behavior.</td>
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<td>6. I must establish trust with – and delegate tasks to – team members who have much more expertise than I do.</td>
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<td>7. One mistake can have serious consequences for the work group.</td>
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<tr>
<td>8. My expertise is frequently required to complete processes or products.</td>
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<td>9. Team members only require intermittent, informal personal feedback.</td>
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<tr>
<td>10. One of my primary roles with team members is to help them develop and change.</td>
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<td>11. My experience and authority is significantly greater than that of my team members.</td>
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<td>12. Work procedures in my setting require the integration of individuals with diverse personal characteristics.</td>
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<td>13. My work area has crisis situations that require immediate attention.</td>
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<td>14. Interpersonal and/or group conflicts occur frequently in my work setting.</td>
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<td>15. Tasks and goals are decided through group discussion and consensus.</td>
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<td>16. The work setting requires that I frequently take charge or perform tasks to solve problems.</td>
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<tr>
<td>17. Team members need explicit performance standards, but only general direction and support to complete tasks and goals.</td>
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<td>18. I use influence techniques, such as sharing the rationale behind decisions, to get buy in from team members.</td>
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Sample
<table>
<thead>
<tr>
<th>Example:</th>
<th>Definitely disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Definitely agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>One mistake can have serious consequences for the work group.</td>
<td></td>
<td>4</td>
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</table>
Your profiles

Your personal preference profile

Plot your total score for your personal managerial style preferences by filling in the circle that represents each of your scores on the chart above. Connect the line of circles with a solid line.

This will show you what you believe you do as a manager. This line tells you something about your intent, and about the managerial styles that you believe are important. The higher your score the more emphasis you place on using the styles.

Your situation demand profile

Similarly, for each managerial style that your situation requires, fill in the box that represents each of your scores. Connect the line of squares with a dotted line to reflect the demands of your current role.

This is a profile of what you feel your managerial situation demands of you. You have recorded your view on how important each managerial style is in responding to those demands. The higher the score, the more you feel you need to demonstrate that particular managerial style.
What do your profiles mean?

In the grid below make a note of your most, somewhat, and least preferred styles, and those that are most, somewhat, and least required in your current situation:

<table>
<thead>
<tr>
<th>Styles</th>
<th>Personal preference</th>
<th>Situation demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most preferred/required</td>
<td>(Score of ≥ 12)</td>
<td></td>
</tr>
<tr>
<td>Somewhat preferred/required</td>
<td>(Score of 6–11)</td>
<td></td>
</tr>
<tr>
<td>Least preferred/required</td>
<td>(Score of ≤ 5)</td>
<td></td>
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</tbody>
</table>

Understanding the fit

It is not enough to simply know which styles you use most or least often. It is important to understand whether you are using the right style for your particular situation. If there are gaps between the managerial styles you are using and those your situation demands, these gaps may translate into opportunities or challenges worth exploring.

Keeping in mind that not all gaps are created equal, let’s take a look at the various gap scenarios.

**Scenario 1: You prefer to use this style and the situation demands it.**

This is a position of strength, and one that you may want to capitalize on.

Take a moment to list the styles that fall into this scenario/category and jot down some quick notes in regards to what you might do about this.
Scenario 2: You prefer not to use the style, but your situation demands it.

This is an area for development. You have identified a need in the situation, and a deficiency in your use of the style. Development of this style should be a priority.

Take a moment to list the styles that fall into this scenario/category and jot down some quick notes in regards to what you might do about this.

Scenario 3. It is your preferred style, but your situation doesn’t demand it.

You may want to look for opportunities to use this style in other situations (at work or at home). This is worth exploring, but not a top priority.

Take a moment to list the styles that fall into this scenario/category and jot down some quick notes in regards to what you might do about this.

Scenario 4: You prefer not to use the style and your situation doesn’t demand it.

This is not an immediate priority in terms of opportunity or challenge.

Take a moment to list the styles that fall into this scenario/category and jot down some quick notes in regards to what you might do about this.
### Personal style preference

<table>
<thead>
<tr>
<th>Low</th>
<th>High</th>
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<tbody>
<tr>
<td><strong>Challenge</strong></td>
<td><strong>Position of strength</strong></td>
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<tr>
<td>Not an immediate priority!</td>
<td>Need to explore</td>
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<td>Can you make use of this preference on a special project?</td>
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</table>
Your repertoire of managerial styles

You’ve looked at the style(s) you believe you are using and those you feel your current situation require, but what if your situation changed? Would you still be up to the job?

As a manager, you must be able to assess the situation and apply the appropriate style as needed. In order to do this effectively, you must have a repertoire of styles that you can choose from, and the versatility and level of comfort to perform in the way the situation demands. For example, you must be just as comfortable turning on the Coercive style in a crisis situation, as you would be turning it off when the crisis has passed.

Look at your scores. How many styles score in the ‘preferred’ range? List them. This is your repertoire. Will it be sufficient to see you through situational changes?

How might your situation change in the near future?
What impact will this have on the styles you will need to be effective?

Which style(s) would you like to use less of? Why? How might you go about it?

What impact are you really having?

Your profiles reflect the styles you believe you are using and the styles you feel are required in your situation. They are, however, simply your perceptions which may or may not mirror reality. For a true assessment of managerial/leadership style, it is important to get feedback from the people you lead. For more information on Hay Group’s Inventory of Leadership Styles, a 180° internet-administered diagnostic survey, please email tl_inquiry@haygroup.com if you are located in the Americas and Asia Pacific, uk_enquiry@haygroup.com if you are located in EMEIA, or visit www.haygroup.com to find your local Hay Group office.
What does each managerial style look like?

The Coercive style

“Just do it the way I tell you to”

The Coercive style provides clarity about how a task needs to be performed. And it raises standards in the short term, by demanding compliance.

But it is not helpful in communicating ‘the big picture’ – why a task needs to be performed. Which means it can cause standards to drop in the long term. It is about ‘how’. But it does not deal with ‘what’ or ‘why’.

What does the Coercive style look like in action?

When using this style a manager:

- gives lots of directives – ‘tells’ people what to do without asking for their input or listening to their reactions
- controls team members tightly – through close monitoring
- relies on negative, corrective feedback – focuses on what is being done wrong and what must be corrected
- expects immediate compliance – and may resort to harsh or embarrassing strategies to secure it
- ‘motivates’ by stating the negative consequences of non-compliance.

The Coercive style is most effective:

- with team members doing straightforward tasks
- in crisis situations – when team members need clear directions and the manager has critical information
- when non-compliance will have serious consequences – e.g. safety issues

The Coercive style is least effective:

- with team members doing complex tasks – the more complex the task, the more ineffective this style becomes – it can provoke rebellion!
- over the long term – team members are not being developed and may passively resist, rebel or leave
- with self-motivated team members who are capable of directing and monitoring their own work
- with talented, knowledgeable team members who are expected to initiate or innovate.

The primary objective of the Coercive style is immediate compliance.
What does each managerial style look like?

If you feel the situation needs you to be more Coercive:

Monitor team members closely. Keep on top of what’s going on. Establish procedures which will give you information about each person’s current activity and the results of their activity.

Give direct orders. Be clear and precise – this is not the time to waffle.

Set clear standards of behavior and performance. You want people to know exactly what you expect from them. Be able to tell team members – with complete clarity – what is expected of them.

Confront team members about poor performance. Point out to people any behaviors which do not meet your standards. Insist on adherence to the rules of the organization. The only deviations should be those which have been authorized directly by you.

Get to know the job. To be most effective, invest some time learning a little about the different roles that your team members have. If they feel that you understand their job role they are more likely to accept your judgment on the standards they should be reaching.

If you feel the situation needs you to be less Coercive:

Is this just a habit? Are you in the habit of using the Coercive style? Is being coercive part of the culture in your organization? Do your team members rely on being managed in this way? What other managerial style or styles might raise your team’s performance, while maintaining clarity?

Did it work in the past? Have you had to deal with poor performance in others? Did the Coercive style work well for you in this situation? Will the Coercive style continue to be effective in the long term?

What might you be missing out on? What are the risks in using the Coercive style? What impact will the Coercive style have on the climate in your team in the long term? What impact will it have on your team members’ development in the long term?

How do you see yourself as a manager? Do you see your role as primarily about controlling others’ activities? Do you believe that your team members are likely to get things wrong? Do you feel your job is to keep others on track? Which other approaches can you experiment with? Which other approaches might be more fulfilling for you – and for your team?
The Authoritative style

“Let me tell you where we’re going as a team”

The Authoritative style provides clarity. It helps team members to understand what they need to do, how they need to do it and – most importantly – why it matters. It provides the ‘big picture’. It creates a positive team climate, in which team members are able to give their best.

When team members are highly experienced and capable – when they know best, the manager needs to acknowledge this and secure their input in creating the vision and in deciding how to achieve it.

The Authoritative style is least effective:
- with sophisticated and experienced team members who know as much – if not more – than the manager
- when trying to promote self-managed work teams and participative decision-making.

What does the Authoritative style look like in action?

When using this style a manager:

- develops and articulates a clear vision and direction for the team
- solicits team members’ perspectives on the vision, and the best way to get there, without surrendering authority
- sees selling the vision as a key part of the job
- persuades team members by explaining the ‘whys’ behind the vision
- sets standards and monitors performance in relation to the larger vision
- uses balanced feedback to enhance motivation.

The primary objective of the Authoritative style is providing **long term direction and vision**.
If you feel the situation needs you to be more Authoritative:

Create a clear vision for your team of what you want to achieve. Formulate and communicate a strategy of how you plan to achieve your vision. Give your team members measurable objectives. Your vision should be desirable and feasible. Make clear to everyone how the vision relates to your own objectives and how your objectives are reflected in your expectations of them.

Provide the rationale. Explain the ‘whys’ associated with your decisions or actions. Try to link these to the larger goals and objectives of the organization.

Delegate responsibility clearly. Your job is to persuade and influence others to do their best. It is not about doing the work yourself.

Solicit input. Ask your team for their ideas, thoughts, feelings and concerns about anything related to the goals and functioning of the team. Respond quickly and honestly.

Provide feedback. Let each person know when you feel they are doing well, or when they are not doing well. Be specific about what behavior you see, whether or not it should continue and why. Give feedback on a regular, on-going basis.

Administer rewards and sanctions fairly. State policies firmly. Do not discriminate. Reward team members for outcomes and behaviors that support your vision.

If you feel the situation needs you to be less Authoritative:

Is this just a habit? Is being authoritative part of your organizational culture? Do you have credibility? Do your team members really understand your vision – or have faith that it will deliver? How do you make it real for them?

Are there other issues that you’re not confronting? Are team members interested in making a difference? Or do they just want to be told what to do? Are there performance issues that you need to deal with first, to raise standards in the short term, before focusing on your vision?

What might you be missing out on? Should team members be shaping the vision? Do they have knowledge and insights that you don’t? Will the team be more effective if you make decisions together?

How do you see yourself as a manager? Do you see your role as primarily about setting direction for the team? Do you believe that you are the only one with the insights, values or experience to do this? Will you be able to maintain this in the long term? Which other approaches might be more fulfilling for you – and for your team?
What do managerial styles look like in my context?

Section 3 gave you an indication of the situations in which each managerial style is effective or ineffective, and provided some tips for developing each managerial style.

You may find the following questions useful in thinking through what each style means in your organization. The questions are designed to sharpen your skills in identifying managerial styles and their impact on different people and situations, and to think through the typical managerial behaviors that you observe in your organization.

Your organization
What are the two most common managerial styles you observe in your organization? Give an example of when you have seen each one being used. Was the result positive or negative?

<table>
<thead>
<tr>
<th>Managerial style</th>
<th>Example</th>
<th>Result (positive or negative)</th>
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Your manager
Which two managerial styles do you experience your manager using most often with you? What effect do they have on you?

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<tr>
<th>Managerial style</th>
<th>Example</th>
<th>The effect on me</th>
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Sample
You
Identify the people and situations in which you use different managerial styles. What result do you get with each style?

<table>
<thead>
<tr>
<th>Managerial style</th>
<th>Situations/Team members</th>
<th>Result (positive or negative)</th>
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<tbody>
<tr>
<td>Coercive</td>
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<td>Authoritative</td>
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Sample
Developing your managerial styles

If you are using the right managerial styles – in the right situations, at the right times, with the right people – you’ll know it.

You’ll see it in the extra effort that your team members put in, and the valuable contributions that they make. And in the longer term you’ll see it in their performance, in the outcomes that your team delivers and the efficiency with which things are done.

Remember the ultimate measure of a great manager – the performance they generate from their team.

If you want to start working on your managerial styles the following tips may help you:

- **Do your homework.** Re-read Section 3: What does each managerial style look like? The first step is to be aware of these behaviors. The next is to give them a try!

- **Practice makes perfect.** Try new behaviors in low risk situations – until you’re comfortable using them. Let someone you trust know that you’re trying out new managerial styles. Ask them for feedback on your observations.

- **Watch others at work.** Observe other managers. Observe the specific behaviors they use and try them yourself.

- **Make a commitment.** Go through your diary and decide specific dates for reviewing your progress. Decide what you want to have practiced or achieved by each date.

- **And remember...** No managerial style is inherently good or bad. The key to success is knowing when to use each style, how and with whom.
Additional resources

What matters to you at work?
What do you place most value on?
- Achievement – doing things well, efficient use of time and resources.
- Affiliation – avoiding conflict, smoothing tension, maintaining good relationships.
- Power – having an impact, making a difference, being in a position to influence.

The Personal Values Questionnaire can help you understand your values and how they compare to the requirements of your role.

Measure your climate
If you want to get a measure of the team climate you create, you can complete the Organizational Climate Workbook. This self-score resource, together with the Managerial Style Workbook will give you a fuller picture of your approach and help you develop as a manager.

Leadership for everyone
Organizations are starting to think differently about leadership development – attention is turning to the entire leadership population, rather than focusing on the most senior individuals. But getting leadership development to more people raises big issues, like maintaining quality at an affordable price or taking a consistent approach throughout the organization. e-Learning can make it happen! Our Leadership Style and Organizational Climate e-Learning modules deliver leadership concepts in a fun, engaging and challenging way.

A quick view of style and climate
To see – at a glance – how managerial style affects organizational climate use the Managerial Style & Climate Reference Card. It provides a useful summary of each managerial style, and an overview of climate. And it shows the impact each managerial style has on the six dimensions of climate.

A practical exercise to bring styles to life
To enable team members to experience the impact of managerial style on their performance use the Tower Building Exercise. This engaging game uses building blocks & blindfolds to get the message across!

How do you influence others?
How do you impact on the people you don’t manage, but whose support or agreement you need? The Influence Strategies Exercise can help you understand a range of effective strategies.

How emotionally intelligent are you?
Use the EI Workbook to help you understand and develop your emotional and social intelligence competencies. Use the Emotional and Social Competency Inventory (ESCI) survey as a comprehensive measure of your emotional intelligence.

Understanding your learning style
Use the Kolb Learning Style Inventory (LSI) to identify your preferred learning style and its impact on problem solving, teamwork, conflict management, communication and career choice.

All the resources mentioned above will help you to increase your self-awareness and use your abilities more effectively. To learn more about these and other products, please visit www.haygroup.com.

For more information on Hay Group’s Inventory of Leadership Styles, a 180° internet-administered diagnostic survey, please email tl_inquiry@haygroup.com if you are located in the Americas and Asia Pacific, uk_enquiry@haygroup.com if you are located in EMEIA, or visit www.haygroup.com to find your local Hay Group office.