

# LAUNCH HACK: Leadership

**Leadership** is the ability to apply **influence**, which can maximize the efforts of others, in order to achieve a goal. If the definition of leadership is influence, then the object of this influence is people.



**There is no specific style that is right for every situation. The best leaders will understand the strengths of each style and adapt their approach to suit the situation.**

## Authoritative Leader:

### Example:

Donald Trump (US President, Owner of Trump Organization)  
Margaret Thatcher (Late U.K. Prime Minister)  
Jack Welch (Former CEO, General Electric)

**Key Phrase:** "Follow my direction"

### Description:

These leaders follow a commanding and hands-on style of leadership. Authoritative leaders are known to keep their teams on their toes, while constantly providing direction and instructions.

### When it works:

1. Great during crisis situations or when the team needs a new vision because circumstances have changed.
2. Can get work done with impressive efficiency, with no ifs, buts or excuses.
3. Effective when dealing with an underperforming employee if other avenues have been exhausted.

### Shortfalls:

1. Can stifle creativity and innovation, and lead to employees feeling undervalued.
2. May curb the development of future leaders within an organization due to a lack of autonomy and opportunity to take charge.
3. Might invoke fear among staff, instead of true respect.
4. There can be conflict if team members are experts who know more than the leader.

## Pacesetter Leader:

### Example:

Elon Musk (CEO, Tesla & SpaceX)  
Jeff Bezos (CEO, Amazon)  
Bill Gates (Former CEO, Microsoft)

### Key Phrase:

"Let's dream big and set standards"

### Description:

These leaders set the pace for their own company and others in the industry to follow. When Elon Musk opened up Tesla's patents, he set standards for the future automobile industry to follow - a perfect example of a Pace Setter. Other automobile companies will likely need to match Musk's actions to keep pace with Tesla.

### When it works:

1. Fast results led by a true visionary to revolutionize an industry and cater to future markets.
2. An individual can lead by example and can empower skilled and motivated people around them to complete the task.

### Shortfalls:

1. If the pace is relentless, staff can get easily burnt out trying to keep up.
2. It can lead to micro-management of employees, as markers are kept against expected outputs, which can cause demotivation and low morale.
3. Can be overtaken by transformational leaders.

# Transformational/Visionary Leader:

## Example:

Susan Wojcicki (CEO, YouTube)  
Elon Musk (CEO, Tesla & SpaceX)  
Larry Page (CEO & Co-Founder, Google)  
Mark Zuckerberg (CEO, Facebook)

**Key Phrase:** "We can do it better"

## Description:

These leaders challenge the status quo by introducing a new way of doing something. They are constantly looking into the future to stay at the cutting edge of industry advancements.

## When it works:

1. Providing innovation in industry.
2. Effectively addressing outdated approaches and redefining internal structure.
3. Can cater to niche markets.

## Shortfalls:

1. Can be a higher level of risk involved.
2. Can cause conflict with people who resist change.
3. Can decrease motivation and morale if the vision is too far from reality.

# Coaching Leader:

## Example:

Nelson Mandela (Late South African Prime Minister)  
Nick Bollettieri (Tennis Coach to Andre Agassi, The Williams Sisters & Maria Sharapova)

**Key Phrase:** "Try this"

## Description:

Develops people for the future, focusing on the strengths and weaknesses of individual team members. This type of leader coaches a person or group to realize their potential and, in the process, achieves the identified goals.

## When it works:

1. Knowledge transfer that takes place organically, leading to increased competence.
2. Great for creating successors.
3. Creates feelings of empowerment and motivation among a team, as well as loyalty to the leader.
4. Most effective when followers are responsible, experienced and agreeable.

## Shortfalls:

1. Requires both students that are capable and willing to learn, as well as a leader with good instructional qualities.
2. Will not have significant impact if quick results are required.
3. Over-dependence on the leader can discourage independent work and innovation.
4. Rarely works with large teams.

# Charismatic Leader:

## Example:

Barack Obama (U.S. President)  
Michelle Obama (U.S. First Lady)  
Winston Churchill (Late U.K. Prime Minister)  
Oprah Winfrey (TV Show Host & Media Proprietor)

**Key Phrase:** "Excellent communication"

## Description:

Charismatic leaders use their personality and communication style to gain the admiration of followers. Typically, they can communicate effectively, possess emotional sensitivity, put a considerable emphasis on social ties, and can maintain emotional control in numerous situations that may cause stress or troubling emotions.

## When it works:

1. Ability to increase loyalty and commitment.
2. Increased trust and respect is likely to increase productivity as employees adhere to high expectations.
3. Humility and effective communication turn any mistakes into learning opportunities, increasing innovation and efficiency.

## Shortfalls:

1. Possible creation of a "yes culture" due to admiration of the leader, which can prevent people speaking up.
2. A focus on human relationships may distract from finer technical and practical details.
3. Could be perceived as self-promoting.



## Affiliative Leader:

### Example:

Joe Torre (Manager NY Yankees, 1999 World Series) - effective management of team cohesion and individual egos.  
Sheryl Sandberg (COO, Facebook & Founder, Leanin.org) - known for her compassion and development of team mentality.

**Key Phrase:** "People first"

### Description:

Focuses on the emotions of workers to create bonds and harmony in order to motivate and resolve conflicts. The goal is to build groups that work well together in accomplishing the objectives of an organization.

### When it works:

1. Developing team bonds in order to recover from low morale or organizational change.
2. Loyalty and trust encourage openness and collaboration.
3. A hands-off approach promotes freedom, flexibility and creative ideas, increasing autonomy and job satisfaction.

### Shortfalls:

1. A focus on emotional relationships can lead to a lack of direction, affecting performance.
2. Excessive focus on positive feedback can lead to complacency and a lack of individual growth as employees are not forced to address shortcomings.



## Democratic/Participative Leader:

### Examples:

**Steve Jobs** (Former CEO, Apple) - hired other experienced leaders and entrusted them to make key decisions  
**Indra Nooyi** (CEO, Pepsi Co.) - endeared herself to shareholders and employees through vision for the future and interest in personal connections  
**Muhtar Kent** (CEO and Chairman, Coca-Cola) - worked his way up the corporate ladder and known for seeking input from others on key decisions.

**Key Phrase:** "It is amazing how much you can accomplish when it doesn't matter who gets the credit"

### Description:

A facilitator as opposed to a director who builds consensus through participation. Decisions are based on the input of others that may or may not be on the same hierarchical level.

### When it works:

1. Employees involved in the decision-making process will feel more inclined to ensure it works.
2. Organizations that serve a clientele that can also be included in the decision-making process.
3. Creative industries seeking wider experiences and diversity within a group.

### Shortfalls:

1. Individuals with a lack of expertise may not have the knowledge to influence informed decisions.
2. Not conducive to a quick decision making process.

## LET'S PRACTICE: LEADERSHIP

1. HOW DO I LIKE TO HELP PEOPLE?

2. WHO IS A LEADER (PAST OR PRESENT) THAT I ADMIRE? WHY?

3. WHO IS A LEADER (PAST OR PRESENT) THAT I DO NOT LIKE? WHY?

4. WHAT MAKES ME FEEL FULFILLED?

5. WHICH LEADERSHIP STYLE(S) SOUND MOST LIKE ME? WHICH STYLES WOULD I LIKE TO DEVELOP?

# FACILITATOR'S GUIDE:

# Leadership

## THE GOAL:

- Learn about different styles of leadership.
- Articulate your own leadership style.
- Understand the importance of communication in leadership.

## THE LOGISTICS:

### Option 1 (Preferred for 1-2 participants)

- Hand out paper to the participant(s) and have them answer the questions at the bottom of the Launch Hack.
- Encourage them to share their answers and ask follow-up questions such as “How have you helped people in the past?” “What are some examples of how your favorite leader has overcome challenges?”, “When would the leadership styles you do not like be useful?”, “How can you practice being a leader in your life?”

### Option 2 (Preferred for 3+ participants)

- Before beginning the session, hang one poster in each corner of the room. Each poster should represent one of the following (either with a word, picture or combination):
  - Earth, Wind, Fire, Water
- If working in a group, have the group do the human knot activity:
  - The group stands in a circle everyone reaches out their right hand and holds the hand of someone across the circle
  - Everyone reaches out their left hand and holds the hand of someone across the circle (cannot be the same person as the right hand)
  - Now the group must try to untangle without letting go of any hands
- Discussion: Ask the group why they think they did this activity. How does it relate to leadership?
  - Communication is critical in achieving the goal of untangling – as it is critical in everything we do that involves more than one person. Leaders must know how to communicate to their people to motivate, solve problems, and accomplish their goals.
- Now ask the participant(s) to move to the corner that they think best identifies their leadership style (earth, wind, fire, water)
- Once in the corners, ask the participants to discuss why/how their particular elements represent their leadership styles. Have them document this on a piece of paper or poster to share with the group. They may use words, pictures, cutouts from a magazine, or any other creative ideas to convey their leadership approach on the poster. Each group should address the following questions in the presentation:
  - How do I like to help people?
  - Who is a leader (past or present) I admire? Who is a leader I do not admire?
  - What makes me feel fulfilled?
  - Which leadership style (or styles) listed on the Launch Hack fit into the element that I chose?

# *FACILITATOR'S GUIDE:* **Leadership**

## **THE ITEMS:**

- Launch Guide (one per participant)
- Posters to represent earth, wind, fire, water; tape to post in the corners
- Markers
- Additional posters or paper for presentations

## **THE WRAP UP:**

Leadership styles can take many forms and it's important to know that a particular style is not better or worse than the others. To be successful, leaders need to adapt to their situations, goals and people. They need to remain flexible, be honest if something isn't working, and adapt to best meet the needs of the group.