



WHAT IS A LEADER?

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

-President John Quincy Adams

WHAT IS THE BIG DEAL?

Oftentimes, **success or failure is dependent on leadership**. Good leadership makes teams more efficient, happy and likely to succeed.

TYPES OF LEADERSHIP

Affiliative Leaders

build relationships to promote harmony and solve problems.

Authoritative Leaders

decide the policies, procedures and goals and dictates them to the team.

Coaching Leaders

help others build skills with guidance to make them more successful.

Coercive Leaders

make orders and demand compliance; at times can be seen as bullying.

Democratic Leaders

give team members a voice in decision making and encourage free discussion.

Pacesetting Leaders

set high standards to get things done more quickly and efficiently.

QUALITIES OF A LEADER

Honest and Ethical

An honest and ethical leader encourages honest and ethical behaviors in others and promotes a friendly and helpful environment.

Trust and Delegate

Trust your team with important work and set high expectations. This creates happy employees, who feel respected and valued.

Listen and Communicate

Leaders listen and learn from others, they clearly explain choices, in doing so they build trust and encourage teamwork.

Confident and Inspirational

Confidence in projects and individuals builds team morale. Staying positive and inspiring the team can bring out the team's best work.

Creative and Intuitive

Leaders are open to new and creative ideas and willing to take a risk. They use intuition based on experience to make the best choices.

THINGS TO DISCUSS

Who is the best leader you have ever met?

- What specific qualities or actions made them a great leader?
- What type of leader do you think they were?





DEBATE (60 min)

Suggested debate prompts, choose one: "Leaders are born, not made." Once a great leader is identified, she or he can be a great leader across all industries and sectors.

MATERIALS TO PREPARE AND RULES

1. Prepare pads of paper and pens/pencils
2. Print out multiple copies of the attached **Debate Resources** articles.
3. Teams may not interrupt the opposing team to provide relevant information.

INTRODUCTION (5-10 min)

1. Pass out the fact and discussion sheet
2. Create two teams of debaters (can have multiple people per team; **ideal size is 2-4 people per team**). Make sure to assign time keepers (and judges if appropriate) — they can be participants or staff members.
3. Pass out the **Debate Resources**.
1. Pass out the **Debate Resources**.

STUDY AND PLANNING (15-20 min)

1. The groups should have some time to read, do research (if available, team members can also do research using eLibraryUSA), and plan their debate strategy (including who will speak).
2. They will plan their arguments and prepare counter-arguments based on what they think the other side will say.

DEBATE (27 min)

1. **Affirmative/Pro** team presents case: 4 minutes
2. **Negative/Con** team conducts Cross-Examination of the Affirmative Team: 3 minutes
3. **Negative** team presents case: 4 minutes
4. **Affirmative** team conducts Cross-Examination of the Negative Team: 3 minutes
5. Teams prepare rebuttal responses and closing arguments: 5 minutes
6. **Affirmative** team presents rebuttal response and closing arguments: 4 minutes
7. **Negative** team presents rebuttal response and closing arguments: 4 minutes

DISCUSSION (10+ min)

1. Host facilitates discussion with debaters and audience regarding issues.
2. **Optional:** Judges (made up of participants and/or American Space staff) discuss and announce the winner of the debate.



Goleman's Six Leadership Styles at a Glance

	Coercive	Authoritative	Affiliative	Democratic	Pacesetter	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people towards a vision	Creates harmony and builds emotional bonds	Forgoes consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	'do what I tell you'	'come with me'	'people come first'	'what do you think?'	'do as I do, now'	'try this'
Underlying emotional	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear directive is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

The six leadership styles at a glance (Goleman 2000:82-83)

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Six styles of leadership: how will you handle your firm's reins?

Larry Richard and Mark Sirkin

From Gale Academic OneFile

In today's challenging and rapidly changing marketplace, managing partners need to do much more than "manage"--they have to demonstrate true leadership to get their firms around the twists and turns to long-term success. Effective leaders develop a clear vision of where they want their constituents to go, and then they lead those constituents there in a way that makes them voluntarily want to follow. While these two tasks may seem straightforward on the surface, in actual practice there are myriad ways to carry them out. Some manuals urge leaders to emulate warrior chieftains (like Wess Roberts's *The Leadership Secrets of Attila the Hun*), while others advocate a gentler approach (like Laurie Beth Jones's *Jesus, CEO*). It's important, though, to recognize that one size does not fit all. People differ, bringing a variety of skills and personality traits to the role. And not all situations are similar or static. A style that works well in one firm, with one culture, might be disastrous in another firm facing a different set of challenges.

Research seems to show that the best leaders have a certain flexibility in their approach, an ability to match their style to the situation. Some leadership styles are simply more effective in certain situations than others. However, the challenge is not simply an intellectual one, matching the style to the needs of the firm. The best leaders use a combination of intellect and emotional savvy. They choose the style that best fits the situation and then skillfully use emotions--their own and others'--to get the job done.

Comparing the Major Styles

There are six different leadership styles identified by research:

- * 1. Visionary
- * 2. Mentoring
- * 3. Affiliative
- * 4. Participative
- * 5. Pacesetter
- * 6. Commanding

Two of them work particularly well when you're leading knowledge workers, of which lawyers are a prime example. Two others are reasonably good for knowledge workers, especially when combined with one of the first two styles. And the last two styles? They are actually ineffective and even counterproductive. Unfortunately, they are also the two most common styles we see in untrained lawyer-leaders.

Let's take a look at each of these styles and how they work in the law firm setting.

* **VISIONARY.** Visionary leaders are authoritative, not authoritarian. They excel at painting a picture of success and then inspiring people to move forward toward the compelling vision. Visionary leadership is usually comprised of two parts: determining direction and getting others to follow. While strategy is important, it is only half the battle: The harder part is what the visionary leader does so well--clearly articulating the strategy, repeating it, and inspiring lawyers so they move in that direc-

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tion. Firms led by visionary leaders are often characterized by hope and excited anticipation for the future.

* **MENTORING.** Sometimes referred to as a coaching leader, this type of leader works closely with individuals and strives to bring out the best in people by building relationships. Mentoring leaders are focused on the future and take people development seriously. They understand the importance of investing in people as a means of developing the firm for the future. They elicit positive emotions from others, such as an abiding sense of caring and being cared for.

* **PARTICIPATIVE.** This style of leadership is probably more common in law firms than in other types of organizations. Why? The nature of partnerships is such that a leader among equals, by his or her very nature, must approach leadership in a participative manner. The participative leader, sometimes referred to as a democratic leader, works hard to govern by consensus. This style requires patience, the ability to put one's own agenda on hold, and a genuine ability to listen to others. Participative leaders try to give their constituents an opportunity to have some control over their own destiny.

* **AFFILIATIVE.** Often well-liked and focused on keeping people happy, affiliative leaders want their firms to be friendly, supportive and positive places in which to work. They tend to avoid being critical and seek policies and activities that enable everyone to get along. Affiliative leaders focus on the positive emotions, with an overt or covert agenda that everyone should feel good. While their universally positive feedback is often appreciated in the short run, it rarely addresses qualities that need to be changed or improved. In fact, this style rarely succeeds when it's the only style a leader uses. However, in combination with the visionary style, it can be beneficial.

* **PACESETTING.** This is probably the most common lawyer-leader type, since it is a style that comes naturally to high-achieving professionals who are focused on individual success. The pacesetter leader gets things done, at all costs, and remains focused on the end goal. For pacesetters, the end often justifies the means, and things like professional development, balanced feedback, even weekends off, are "nice-to-haves" but quickly jettisoned in the face of a demanding client or deadline. Their immediate reaction to frustration by subordinates is often to pull the work back for themselves or to reassign it with little thought to the developmental implications. The pacesetter's motto is "Do as I do" These leaders frequently see feedback as a waste of time, adopting the position that associates or young partners either "get it" or they don't. Pacesetting works well when all the lawyers in the firm are highly motivated self-starters--but that is rarely the case anymore.

* **COMMANDING.** Also known as the coercive or authoritarian leader, this type of leader excels at taking control, telling people what to do, and clearly letting others know when they are not measuring up. Such leaders often use fear as a motivator. Considering the high need for autonomy that most lawyers have, the commanding style doesn't work all that well. It can produce backlash and cynicism, and it sometimes results in driving away the best lawyers, leaving only those who won't push back or who just stay out of the leader's way. It may be an appropriate style in an emergency situation, but it does not work as a sustained style.

Putting It All Together

So, what's your leadership style? You can measure this using a variety of survey tools, including both "self-report" and 180-degree feedback mechanisms (meaning feedback from those junior to you). The latter can be especially informative. After all, you may be convinced that you are a visionary and affiliative leader, but if everyone else rates you as commanding and pacesetting, obviously there is a disconnect that you need to know about.

Data do show that as a whole, visionary leaders are more effective than commanding leaders, and mentoring leaders get more out of their people than pacesetter leaders. When leading lawyers, it's generally best to use a combination of those two styles, and to stay away from the pacesetter and

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commanding ones. But the best leaders utilize multiple styles based on what's appropriate in a particular situation. A key to leadership success, then, is to know what your default style is and to consciously adopt a style that is best suited to the circumstances. Good luck!

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Mark Sirkin, PhD (misirkin@hildebrandt.com), is a consultant in the LOD Practice at Hildebrandt International and specializes in developing law firm leaders both individually and firmwide. He is the author of *The Secret Life of Corporations* (New Chrysalis Press, 2004).

These ideas are based on research by Dr. David C. McClelland of Harvard University and his consulting firm, McBer. They have been popularized by Daniel Goleman in his books and articles about emotional and social intelligence. Based on the authors' extensive experience with law firms, we have adapted some of the essential ideas, and changed some of the wording, for law firm leaders.

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8 Leadership Skills That Cannot Be Taught [guest column]

Africa News Service, September 29, 2017

From *Opposing Viewpoints in Context*

Byline: Matshona Dhliwayo

Sep 29, 2017 (263Chat/All Africa Global Media via COMTEX) -- "Everyone wants to be one, but not everyone is born to be one," my accomplished uncle would boast, stroking his own ego. But, if leadership was a biological lottery ticket, "Why aren't many of the children of extraordinary men and women great?" I would counter. It would shut him up for a while, but predictably, hours or days later, he would recant and reiterate his "leaders are born, not made" mantra.

Inspired, I began to research the subject matter extensively, and to my surprise, he was half-right. While there were things leaders could be taught, there were other things they could never learn. Below are seven of them.

I.Q. Intelligence, unlike other skills, cannot be taught--it is biological. You come into the world inheriting traits from your parents and grandparents. A leader does not need to be a genius, but every bit of intelligence helps, as it is the primary tool in decision making.

E.Q. Similar to I.Q., Emotional Intelligence, too, is inherited. A significant portion of what affects your personality is inherited, as genes can affect chemical messengers such as serotonin and dopamine, which greatly impact personality traits. Some researchers even estimate that around 40% of our personality traits stem from inherited genes, making E.Q. unteachable.

Intuition. Also known as a "hunch" or "gut feeling," intuition is the ability to reason and arrive at a conclusion without any concrete proof. Often more important and powerful than concrete intellect, it can only be honed by the one who possesses it, but it cannot be taught.

Motivation. When a fire is lit, it can burn through wood; when dead, it can't even burn through paper. Motivation, too, is the eternal fuel required to move from task-to-task without loss of enthusiasm. It can be ignited and nurtured by another's words and actions, but it cannot be taught.

Perseverance. Resilience is one of the major things that separates good leaders from great ones--the capacity to recover and persevere through a series of losses and hardships. The victor in any battle is always the last person standing. Like the rest of the skills above, it cannot be taught either; once already in an individual, it can be improved upon, but it cannot be imparted.

Ethics. We are born knowing the difference between right and wrong. Even without religious instruction, a child knows lying and stealing are bad. All throughout his or her life, family, friends, and teachers continue to remind him. But, no matter how fortunate or educated one is in life, if the desire to be honorable isn't there, no amount of teaching can help that individual. The desire to do what is right can be influenced, but it cannot be coached or taught.

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Empathy. Like virtue, empathy can be studied, but it cannot truly be taught. Knowledge is of the mind, but empathy is of the heart. Evidence of this is that some of the world's worst tyrants received a good education, as well as religious instruction for that matter. It is the individual who decides whether he or she wants to be compassionate or not, and one cannot give empathy if one doesn't already have it.

Creativity. Creativity, too, can only be sparked but cannot be taught. Being largely a function of the brain, you would be hard-pressed trying to instill it in someone who is not wired with it. According to Szabolcs Keri of the National Institute of Psychiatry and Addictions in Budapest, "Creativity is related to the connectivity of large-scale brain networks." He further states, "How brain areas talk to each other is critical when it comes to originality, fluency, and flexibility."

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Debate Resource 4

Nature vs nurture: can you learn to be a successful leader?

Personal traits may help on your way to becoming a good leader, but industry knowledge, experience and training are essential for success

The Guardian Professional, 23 Oct 2017

Great leaders are not made, they're born. At least, that's what some people think.

Claims that the best leaders simply have brains that are "wired differently to most" are common, dismissing the notion that the skills can be taught.

The idea is not as baloney as you might think: an academic report this year by University College London (UCL) said that "leadership is partly hereditary".

But is it really that simple? Does your DNA determine your leadership skills? And if you're not a "natural born leader", can you learn to lead?

Experts say the reality is much more complicated than newspaper headlines make out. UCL's report itself acknowledges: "What determines whether an individual occupies a leadership position is the complex product of genetic and environmental influences." And while papers claim that the study proves leaders such as Churchill or Thatcher were born great, the report's lead author actually said: "The conventional wisdom – that leadership is a skill – remains largely true".

So although there is some evidence natural traits might help leaders, it's only a small part of the picture.

"It's like riding a bike," says Petra Wilton, of the Chartered Management Institute. "Most people can ride a bicycle, but not everyone can be Olympic winners. It's the same with management and leadership."

"We 100% believe that you can teach and develop the skills for leadership, at whatever level you are. It's not about teaching knowledge, it's a practical skill."

But Steve Nicholls, who coaches senior directors, says that leaders tend to have similar characteristics. "There is something built into leaders about the kind of personality traits which enable them to be effective," he says. "A strong self belief is very important."

"Natural qualities are fundamental to leadership. You can learn the techniques of leadership, but in terms of personality I don't think you can."

But do all leaders even need the similar personality traits? Effective leadership does not always have to mean being loud and authoritative.

"There is a stereotype of great charismatic leaders, but there are actually lots of types leadership styles that work in different situations," says Wilton. "Sometimes what you actually need is more of an anti-hero. For instance, entrepreneurs often have innovative ideas and charismatic personalities, but don't necessarily always combine that with the management skills to grow successful businesses."

To be a good leader, you don't always need to be a great orator like Churchill or Martin Luther King. Neither do you have to be as ruthless as Alan Sugar. In fact, being fairly ordinary could be to your

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advantage.

"There are lots of effective leaders who aren't necessarily the noisiest person in the room," says Wilton.

Nicholls agrees: "There are different types of leadership out there – sometimes it can be more inclusive, or a more sharing style of leadership." But he adds: "When all comes to push and shove, these guys are usually pretty direct: they're often dealing with big numbers, profit and loss, and redundancies."

For leaders themselves, the misconception that they are in their position because of their natural genetic code could be disastrous. Arrogant and over-confident managers may think they do not need training or experience to become a good leader. It seems to be a common problem: only one in five managers have management qualifications.

Dr Amanda Goodall, senior lecturer in management at Cass Business School, says that the idea of a natural leader is not realistic. An expert understanding of an organisation or sector is key to strong management, she says along with good training, support and experience.

"It's not that some people's personalities don't lend themselves better, but the idea of a natural leader is certainly not something the academic world would talk about," she says. "That's an old-fashioned notion of leadership."

"There is loads and loads of anecdotal information about leaders. My research tries to get away from the individualistic approach to leadership – to go beyond the single person's story. I look at performance outcomes and the characteristics of leaders.

"The research shows that leaders tend to do best when they have a deep understanding of the core business of the organisation. But being an expert alone is not sufficient, experience of leadership and management is also very important."

For future leaders, the message is clear: your natural personality might help, but it's not enough to either make or break you. From books and management courses, to mentoring or just building up experience; boosting your skills is often crucial to success.

Petra Wilton says: "Often one of the greatest benefits of doing a formal qualification is that it gives people the confidence that they have got the skills that are needed. And it gives them the framework, knowledge and support behind what they are doing.

"Nobody can afford to stop learning – there isn't ever a standing still point."

