Chapter 5

Leadership tools and techniques

Coaching as a leadership tool

- Use a questioning approach to help another person take the appropriate actions to realize their full potential and achieve their goals
- Coaching is a dialogue
- GROW model of coaching
  - **G**oal - What the coachee wants
  - **R**eality - The current situation
  - **O**ptions - Alternative courses of action
  - **W**ill - What will the coachee do (action steps)
- End goals vs. concrete performance goals

Communication techniques

- Elements of effective leadership communication
  - Adapt your communication style
  - Organize well before you communicate
  - Repeat
  - Practice active listening
  - Address everyone as individuals
  - Be authentic
  - Pursue clarity
  - Avoid monologues
- Leadership speech
  - Structure and storyline
    - Situation-Complication-Resolution
    - Situation-Opportunity-Resolution
    - Explanation / pitch / drama (inspirational story)
    - Hook-Meat-Payoff
  - Rhetorical devices
    - metaphors / figurative language
    - repetition / rhythm
    - tricolon (three similar phrases)
    - antithesis - contrast opposite ideas in one sentence
  - Use of voice and body language (clarity, pace, posture, eye contact)

Personal leadership development plan

- Craft a personal vision
- Identify current traits, skills, competences, behaviors
- Identify areas for improvement, formulate key objectives
- Specific SMART goals, actions, resources & support needed

Decision making

- Decision-making styles
  - Analytical
  - Directive
  - Conceptual
  - Behavioral (interpersonal harmony)
- Vroom-Yetton-Jago decision model
  - Decision-making processes (autocratic 1/2, consultative 1/2, collaborative)
  - Dependent on: decision quality, information requirements, team commitment and harmony, team trust, problem structure

Conflict management and negotiation

- Conflict types: task-related / person-related
- Managing conflicts
  - Recognize potential causes of conflict in advance
  - Develop codes of conduct and guidelines
  - Intervene only when necessary
  - Remain neutral and work collaboratively
- Focus on your own behavior in conflict situations (control emotions/know your emotional triggers, establish boundaries, understand and define the goals)
- Negotiation
  - Finding agreements as part of a negotiation process
  - Conflict resolution strategies: competing, avoiding, accomodating, compromising, collaborating