

How to Mix & Match Styles for Success

The series started by highlighting the six leadership styles in non face-to-face environments:

Dictator	Field Marshall	Conductor
<p>"Move now!" "Do as I say!" "Take no prisoners." Best in crisis, to kick-start a turnaround or work with problem employees. Overall Impact: Negative</p>	<p>"Come WITH me!" "I have a vision!" Self confidence, empathy, change catalyst Best when changes require a new vision or when a clear direction needed. Overall Impact: Most strongly positive of all styles</p>	<p>"People come first!" "Let's make music." Builds emotional bonds with empathy, builds relationships & sensitive communication. Best used when rifts or disagreements are apparent in a team or where people need to be motivated through stressful circumstances. Overall Impact: Positive</p>
Balancer	Pacesetter	Coach
<p>"What do YOU think?" "Let's work together." Forges consensus Collaboration, team-ness, clear communication Best to build buy-in or consensus, or get valuable input from valuable employees Overall impact: Positive</p>	<p>"Come on, keep up!" "Reach for the stars!"</p>	<p>"Here's how, you can do it!" "Just keep trying!"</p>

If you've been following this series you've likely already identified your primary leadership style and most of you have recognised you have qualities like those in other quadrants also. If you haven't done this yet, all articles are listed in the "Management Focus" section to review. Stop now and do so, but guard against making value judgments about them as you identify your primary style.

- » Remember ALL styles are valuable in a contact centre.
- » ALL styles are most effective under specific circumstances.
- » ALL styles get results -- some immediately and some over time.

Studies have shown that the most successful and effective leaders move easily between an average of four of the above styles. Obviously, there's as much strength in applying the right style for the right situation, at the right time as there is for using a hammer to drive a nail -- not try to dig a hole with it. Regardless of the primary style you identify with, research we'll review over the next few weeks has establishes an "effectiveness ratio" on business climate for each style. Strength for you will come after you identify your primary style.

Once you do, you have three choices. You can remain wholly in this style and confine yourself to the most appropriate application for the style (be a specialist); stay in day-to-day business and realise a variety of career adjustments and changes; or make a choice to develop other styles in combination with your primary style.

[Read about the author, Darlene D. Richard, at www.CallCentreINTEGRITY.com/articles.htm](http://www.CallCentreINTEGRITY.com/articles.htm)