

## The Field Marshall in the Contact Centre

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

Dictator	Field Marshall	Conductor
"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	"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	"People come first!" "Let's make music."
Balancer	Pacesetter	Coach
"What do YOU think?" "Let's work together."	"Come on, keep up!" "Reach for the stars!"	"Here's how, you can do it!" "Just keep trying!"

Of the six styles, this is the most effective - it drives up every aspect of climate (more on this later in the series). It's seen by all as the "most fair" because it emphasises the "I-won't-ask-you-to-do-something-that-I won't-do-with-you" philosophy.

Field Marshalls are self-confident because they KNOW what they're doing. Nothing typifies non face-to-face business better than constant change, and these leaders are empathetic and uniquely skilled at facilitating change as a shared experience.

The Field Marshall is a visionary who motivates by helping people appreciate how their work fits into the larger vision - that what they do matters, and why. When they give performance feedback - which is frequent and realistic (positive or negative) - the standards and guidelines for success are clear to all, as are the fairness of rewards for a job well done.

They offer the freedom to learn (even by mistakes), innovate, experiment and take calculated risks. However, this style doesn't always work, for example with a team of experts or peers who are more experienced - when they can be seen as pompous, out-of-touch, "drunk with power" or overbearing. Nevertheless, of the six styles this is the most effective in call centre and business operations where people can be motivated and managed as responsible, independent individuals.

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