

The Pacesetter in the contact centre

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>

No other style looks so good and yet can still have negative results. The Pacesetter is always out front urging you to keep up and should be used sparingly because it wears out the leader and the staff. They set the highest standards for themselves and their staff, and are obsessive about doing things better and faster than anyone - all the time asking their team to keep pace with them.

They will quickly point out slackers, coercing them to keep up, and if they don't, they get rid of them. The Pacesetter tends to keep important information in their head. Staff feel overwhelmed and confused. Work becomes more about second-guessing what the leader wants lowering morale. These leaders also have a problem with trust and staff sense this and shy away from being flexible or innovative, taking initiative or responsibility. Work becomes more task focused, boring and routine.

However, this approach works very well when all employees are similarly self-motivated, highly competent and need little direction or coordination - for instance with project teams or R & D (research and development). Given a talented team, the Pacesetter gets work done on time, even ahead of schedule, but obviously this style doesn't work well in its purest form for long.

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