

The balancer 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>

These leaders are successful because they value the unique contributions and emotions of the individuals they lead, more than tasks and goals. They strive to keep their employees happy by building strong personal bonds with their people through their excellent communication skills. They share ideas, inspiration and achievement - they even share their emotions.

Balancers create flexible teams where innovation, improvement and risk-taking thrive. They know that standards, guidelines and performance measures must be fluid and flexible to be practical and effective to meet the uniqueness and growth of individuals. No other style is as capable of building successful teams because they build a place where people believe they belong and have a personal contribution to make.

They are almost mystical with the way they motivate their staff. A Balancer is a "good-finder leader" who knows that sincere feedback has special potency in a call centre. Like the "Field Marshall" this style is particularly effective in building team harmony, increasing morale, improving communication or repairing the damage from broken trust or burnout.

The Balancer style works best with another style because all-praise can lead to poor performance when employees think "she'll be right" regardless of the standards kept. People need authentic praise, clear direction and challenges to keep them sharp - without these they begin to sense they are alone and that no one cares.

Read about the author, Darlene D. Richard, at www.CallCentreINTEGRITY.com/articles.htm