

## Module 4: Understanding Management Styles

As you review the management styles in the table below, think about which styles you've experienced as an employee. Answer the following questions.

What impact did the styles have on your productivity, motivation, and loyalty to the organization?

Highlight the style you identify with. (*We all tend to have a favorite or natural style that we use the most.*)

MANAGEMENT STYLES CHART						
	DIRECTOR	CONSULTANT	CONSENSUS BUILDER	COACH	VISIONARY	DELEGATOR
<b>Hallmark phrase</b>	"Do what I say."	"I value your input."	"What do you think?"	"How can I support you?"	"Follow me!"	"You've got this."
<b>Level of task direction</b>	High	High	Medium	Medium	Low	Low
<b>Level of delegating decision-making</b>	Low	Low	Medium	Medium	High	High
<b>Level of relationship building</b>	Low	Medium	High	High	Medium	Low
<b>Best match for</b>	New or unskilled employees	Employees who are growing but not yet highly skilled	Mid to highly skilled employees	Mid to highly skilled employees	Highly skilled employees with strong tactical skills	Highly skilled employees who need little to no guidance or support
<b>Potential problems</b>	Micromanaging employees to the point of stunting their growth and harming morale	Consulting without ever responding to feedback causes employee disengagement	Taking too long to seek input or ignoring best choice in favor of majority	Not providing enough firm direction to low performing or difficult employees	Not providing enough tactical leadership	Putting too much responsibility on the team or forgetting to maintain relationships