JROTC Virtual Learning

LET 2 Leadership

4 May, 2020

JROTC Virtual Learning

LET 2 Leadership
Lesson 4

4 May, 2020

Leadership Styles

DIRECTING
Participating
Delegating

Key words

- **competent**
- **delegating**
- **directing**
- **leadership styles**
- **participating**

What You Will Learn to Do

Apply appropriate leadership styles

Linked Core Abilities

- Apply critical thinking techniques
- Build your capacity for life-long learning
- Communicate using verbal, non-verbal, visual, and written techniques
- Take responsibility for your actions and choices
- Treat self and others with respect

Learning Objectives

- **Describe** how to identify the willingness and readiness of team members
- **Identify** three different styles of leadership
- **Choose** the most effective leadership style for various situations
- **Define** key words: competent, delegating, directing, leadership styles, participating

Essential Question

How can you use different leadership styles to increase your effectiveness as a leader?

Introduction

The attributes and competencies of leadership describe effective leaders. Being a role model for your followers is important. However, it doesn't necessarily prepare you to lead. In order to command respect, compliance, and commitment from your team, you must also be ready for any situation. How you lead—your style of leadership—can mean the difference between success and failure. In this lesson, you'll consider how your team members' willingness and readiness will affect your role as a leader. You'll also learn why tasks and the composition of your team can determine how you lead.

Team Willingness

As a leader, you will deal with many different Cadets. Some will be enthusiastic and motivated. If a Cadet is willing, it means he or she will follow a team process and work toward shared team goals. You may also have team members who don't care very much about the goals your team is trying to accomplish.
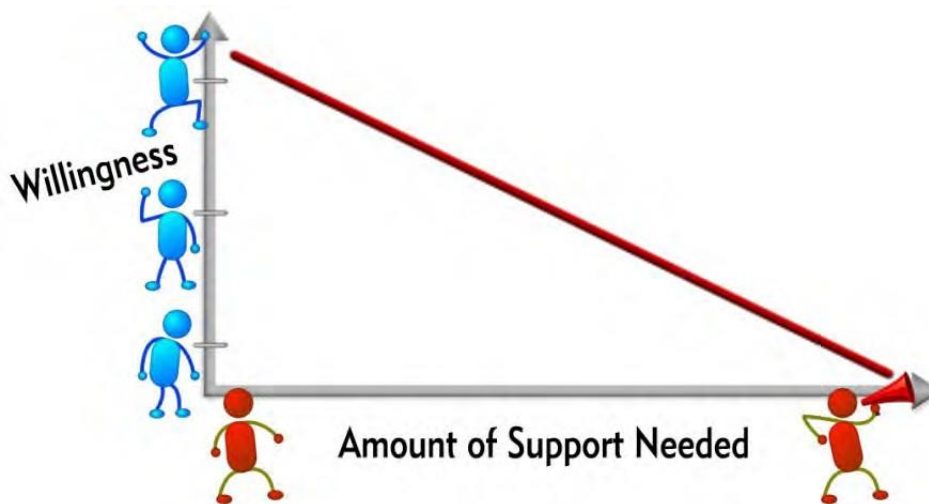

Figure 1.4.1

It's important to evaluate and identify team members' willingness. Their level of willingness is one factor that will determine how much support you need to give them. As *Figure 1.4.1* shows, team members who are less willing generally need more support and leader influence. How to exert that influence is a topic you will learn about later in the JROTC program. For now, consider the skills you've learned about in the Leadership Competencies lesson. These skills will help you motivate and inspire your team.

Team Readiness

Team readiness is defined by the task. Is a Cadet able to do the job? Does the Cadet have any previous experience with a similar task? Do some members have specialized knowledge or skills? As *Figure 1.4.2* illustrates, team members who lack skills and experience will need more guidance from their leaders. As a leader, you want to identify your team members' skills and knowledge. This gives you a sense of Cadet readiness. Your followers' readiness and willingness will determine how you'll lead your team.
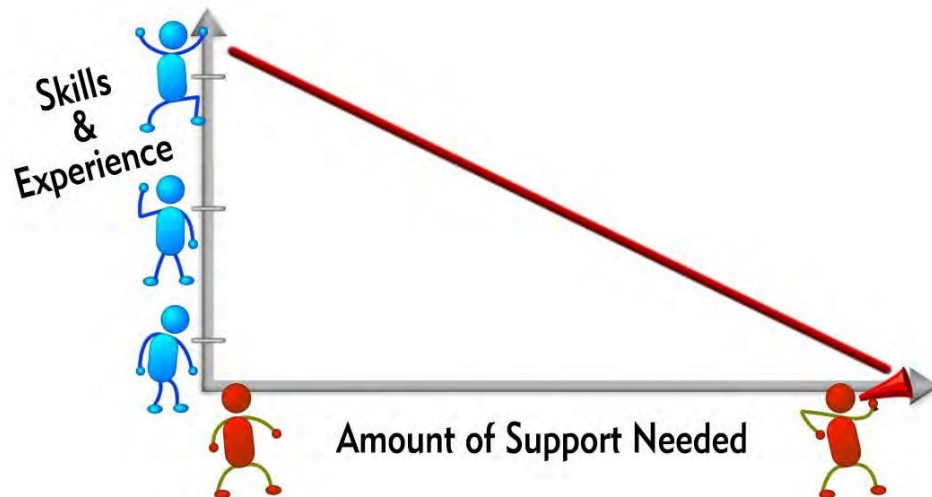

Figure 1.4.2

Leadership Styles

Leadership styles are the patterns of behaviors that a leader uses to influence others.

Earlier we discussed autocratic, democratic, and laissez-faire types of leaders. Autocratic leaders use positional power and direct authority to influence others. Democratic leaders use personal power and involve their followers in decision-making and problem solving processes. Laissez-faire leaders take a hands-off approach and give their followers little or no direction.

People sometimes think you are one type of leader or another. However, in practice, effective leaders use different behaviors in different situations. For example, because of your personality, you might be inclined to be autocratic with others; but when you are in a leadership role, you realize that people don't always need as much direction as you'd like to give them. In some situations, giving too much direction can lower your effectiveness. Imagine how you would feel if a leader gave you step- by-step directions for brushing your teeth. You might think they were treating you like a little kid. Now imagine how you'd feel if a leader told you to program an animated phone game. You'd probably be pretty confused unless you received directions and training.

Think of your classmates who are leaders, such as the student body president, Cadet battalion commander, and group project leaders. These individuals have certain responsibilities in order to accomplish their goals. The manner in which they carry out those responsibilities and the way they interact with others will depend on the situation. The situation will determine the most effective leadership style to use. The three basic leadership styles are **directing**, **participating**, and **delegating**.

DIRECTING STYLE

All leaders let their team members know what is expected of them—what to accomplish and when to complete the task. Leaders who use the directing leadership style go beyond that and tell team members how to accomplish the task. They supervise their team closely to ensure members follow directions precisely.

The directing leadership style is clearly appropriate when:

- A leader has little time to complete a task and when he/she is the only person who knows what must be done and how to do it. There isn't time to explain the reason for the task, to train others, or have them figure it out on their own.
- A leader must lead people who lack experience at a certain task.

Normally, most followers don't resent such close supervision. They'll know that you are giving them the information they need to accomplish the task or goal. They'll also understand when there is a time constraint. A tight deadline doesn't allow for a lot of discussion or training. Team members don't need to feel committed to the task; they just have to comply with your directions.

Figure 1.4.3

Sometimes people think that leaders use the directing style when they yell, scream, threaten, or intimidate followers. However, yelling is not part of the directing style. Rather, this is an example of an abusive, unprofessional way to treat people. Do not confuse emotion or anger with styles of leadership.

PARTICIPATING STYLE

Leaders use the participating style when they consult with, obtain advice from, or ask the opinions of one or more followers before making a decision. While leaders may ask for such information and recommendations, ultimately the leaders are still the people who make and are responsible for final decisions.

Figure 1.4.4

The participating style works well for leaders of fairly **competent** followers who support their leaders' goals. By allowing team members to participate, leaders contribute to a powerful team-building process. If everyone has a part in developing the final plan, confidence and support increase.

Don't think that obtaining good advice from a teammate, or using another member's plan or idea, is a sign of weakness on your part. It is a sign of strength that your followers will respect. However, you are responsible for the quality of your plans and decisions. If you believe that your follower's idea is not a good one, you must reject it and do what you believe is right, regardless of pressure to do otherwise. Just because you ask for advice, it does not mean you have to take it.

DELEGATING STYLE

Among all leadership styles, the delegating style can be most efficient. It requires the least amount of your time and energy to interact, direct, and communicate with your team members. Leaders delegate when they give their followers more problem-solving authority and less supervision. In some cases, delegating means that some team members will take on the tasks normally done by the leader.

The delegating style is appropriate when:

- Dealing with mature followers who support your goals and are competent and motivated to perform the task.
- Certain key team members are able to analyze a problem or situation, determine what needs to be done, and do it.

Key words

competent:
Skilled

Figure 1.4.5

When you use the delegating style, remember that you are still responsible for the results of your team's actions and decisions! If your team makes bad decisions or fails at a task, it's on you. You are the one who decided to delegate. Leaders who delegate know their team members well and trust their willingness and readiness.

Choosing the Right Styles for the Situation

Matching leadership styles to situations is a process. In some cases, you'll quickly decide on the most effective leadership style. At other times, you may need to find out more about your team members and what's involved in the tasks you'll assign. When you need to decide what style is most appropriate:

Figure 1.4.6

1. First, identify the most important tasks that need to be accomplished to make the project, or event, a success.
2. Next, determine the readiness and willingness of your team members. Remember that Cadets with low skills and low motivation need more support and direction. Cadets who are skilled and motivated need less.
3. Decide on the leadership style to use with your team, based on their readiness and willingness levels.

Effective leaders are skilled at using all three styles of leadership. They know that what works in one situation may not work in another. It's up to you to develop the flexibility to use all three styles.

Depending on the situation, you may want to use all three styles or different styles:

- With different followers or in different situations
- When you receive a new project or new personnel, or when your supervisor changes
- When and if your team's competence, motivation, or commitment changes

As you progress through the JROTC program, you will be asked to take a leadership role in the Leadership Lab where you can practice directing, coaching, supporting, and delegating roles with new Cadets. You will also be involved in community service projects that will allow you to practice the leadership styles. These assignments will be based on your performance and developmental level.

Content Enhancement:

DEVELOPING AS A LEADER

By your second year in JROTC, you are very competent at drill. However, you have not been a drill leader. You will be energetic and motivated because you know how to drill. The task of leading others in drill is new and you will need direction from your instructor so you can build your competence and commitment through the process.

As you gain experience with leadership styles, your instructor will begin to coach, support, and finally, delegate the role of leadership to you.

Figure 1.4.7

In a leadership position, you'll assess your team's ability to perform its mission and then develop a plan to accomplish it. You should use the style that your experience tells you is most appropriate after you have assessed the team's level of competence, motivation, and commitment to accomplish its mission.

Content Highlight:

RULE OF THUMB

A good rule of thumb is to be flexible in your thinking. Approach each leadership situation as an opportunity to improve your leadership potential, ability, and style.

Conclusion

As you have learned, leadership styles are the pattern of behaviors that one uses to influence others. You can influence and lead others in many different ways. Knowing which style to use in a situation is an indication of effective leadership.

Lesson Check-up

- Compare the strengths of the three leadership styles presented.

- Describe how followers' readiness and willingness impact leadership.

- What leadership style comes naturally to you? Which ones will you have to work on more to develop?

Performance Assessment Task
Leadership Styles Lesson 4

This performance assessment task gives you an opportunity to document your achievement of the lesson's competency:

Leadership

Directions

For this performance assessment task you will participate in Leadership Styles. For this assessment you will:

1. Apply critical thinking techniques.

2. Build your capacity for life-long learning.

3. Communicate using verbal, non-verbal, visual, and written techniques.

4. Take responsibility for your actions and choices.

5. Treat self and others with respect.

RECOMMENDATION: It is recommended that you add this performance assessment task to your Cadet Portfolio.

Elements of Leadership Performance Assessment Task Scoring Guide

Criteria	*Ratings*
Describe how to identify the willingness and readiness of team members	met not met
Identify three different styles of leadership	met not met
Choose the most effective leadership style for various situations	met not met
Define key words: competent, delegating, directing, leadership styles, participating	met not met

Comments:

Name:_____ Date:_____

Evaluator's Signature:_____ Date:_____