A group of people posing for the camera

Description automatically generated

***People Management Resources***

***Follow-up session***

**ADAPTING YOUR LEADERSHIP STYLE**

*Self-learning module available on Tembo:* [*https://tembo.msf.org/course/view.php?id=333&section=3*](https://tembo.msf.org/course/view.php?id=333&section=3)

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| **Objectives**   * Identify how we determine the leadership style to use with each member of the team * Identify how we can move members of our team from one quadrant to the other |

**Duration : 100 minutes**

**WORKSHOP OUTLINE**

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| 10’ | ***If first/only session***  Take a moment for:   * ice-breaking * propose/co-design working agreement (no judgement, participation, confidentiality…) |
| ***If other sessions before***  Take a moment to   * welcome participants, quick ice-breaker/energizer * come back to last session (what they remember, what they applied…) |
| 10’ | **Introduction**  Ask the question: **Do you manage all your team members the same way?**  **If not, what are the criteria you use to adapt your style?**  Collect some answers, then propose: the three criteria we can use are how competent, confident and motivated our staff is. If somebody is very competent but not motivated at all, they will also require a closer supervision and engagement!  **Objectives**   * Identify how we determine the leadership style to use with each member of the team * Identify how we can move members of our team from one quadrant to the other   **Outline**   * We will reflect on our current team, the styles we use with them and why * We will find out ways how to move our staff from one quadrant to the other to make them more autnomous. |
| 5’ | Remind/explain briefly the situational leadership model |
| 35’ | **Activity 1**   * Give a few moments to participants to first identify what is their favourite style (you can share yours and why you like it to give an example). Then to think about a few team members, where they are (reflecting on how competent, confident, and motivated they are) and how the managers use another style with them- or not. Would they consider adapting your style for some team members? * Send participants in group of 3-4, to share their answers to the individual exercise in turn. 20 minutes * In plenary, ask if any question or doubt |
| 5’ | **BREAK/ ENERGIZER** |
| 30” | **Activity 2**   * Explain: Your objective as a People Manager is to develop your team members, to move them from the situation where a ‘giving a direction’ style is needed, to a situation where you can use a ‘giving autonomy’ style. You discussed where your team members are now, but how could you make them grow further? * In break out rooms/sub groups, discuss what strategies you could use to:   + Grow somebody from the ‘giving direction’ to the ‘providing guidance’ stage   + From the ‘providing guidance’ to the ’asking questions’ style   + From the ’asking questions’ to the ‘giving autonomy’ style * In plenary, ask if any group would like to share insights. If nothing comes up don’t insist |
| 5’ | Closing round  Ask each participant to share in turn:  - one thing that they take from this session  OR  - one question that they still have  OR  - one thing that they will do differently now (even small)  OR  - how do they feel at the end of the session  OR… |