



ALIGNING LEARNING STYLES

MANAGER EXCELLENCE PROGRAM Q1S2

BRIDGE
INVESTMENT
GROUP

Discover Your Leadership Style

- ✓ Click the link in the chat box and answer the questions in the quiz.
- ✓ Read the short paragraph description of your result.
- ✓ Jot down your result on a piece of paper.

<https://psychcentral.com/quizzes/leadership-style-quiz>



2:00

Guess that Leadership Style

1. Open the PDF emailed to you titled, **“Leadership Styles in Pictures”** and **“Leadership Style Titles”**
2. Review the photos. You will be guessing which picture matches with each description listed in the upcoming slides.
3. Type your guess in the chat as we move forward together as a group.
4. The correct answers will be revealed after each guess!

The 4 Basic Leadership Styles

Autocratic
Laissez-faire
Democratic
Transformational

3 Lesser-known styles

Pacesetter
Coaching
Affiliative

Transformational



Jeff Bezos

What the leader does:

- Uses motivation to help encourage development.
- Empowers employees to accomplish positive change.
- Demonstrates high morale standards and encourages others to do the same.

Strengths:

- Ability to communicate new ideas.
- Strong foundation for increased innovation and creativity.
- Expresses solid balance of long-term goals with short-term vision.

Suitability:

- Works well with employees who set and go after goals. Those who want to be promoted and climb the ladder in the organization.

Shadow:

- Leaves potential for employees to drop the ball.
- Not a good fit for employees who need guidance and supervision.

Affiliative



Steve Carell as Michael Scott in
“The Office”

What the leader does:

- Rolls up their sleeves, works closely with the team to figure things out and get things done.
- Builds and prioritizes relationships.

Strengths:

- Enjoys being involved with employees.
- Builds camaraderie and rapport by both leading and being one of the team.
- Leverages strong relationships to get results.

Suitability:

- Works well for new leaders who have transitioned from peer to leader.

Shadow:

- May actually frustrate the team by constantly being in the mix.
- Can lead to time management issues if the leader is trying to both lead and be involved with the team.
- May avoid difficult conversations to avoid damaging relationships.

Autocratic



Elon Musk

What the leader does:

- Provides clear direction, structure, and expectations.
- Directs 'how' things should be done.

Strengths:

- Ensures employees get the job done the 'right' way with high quality.
- Provides frequent, constructive feedback.

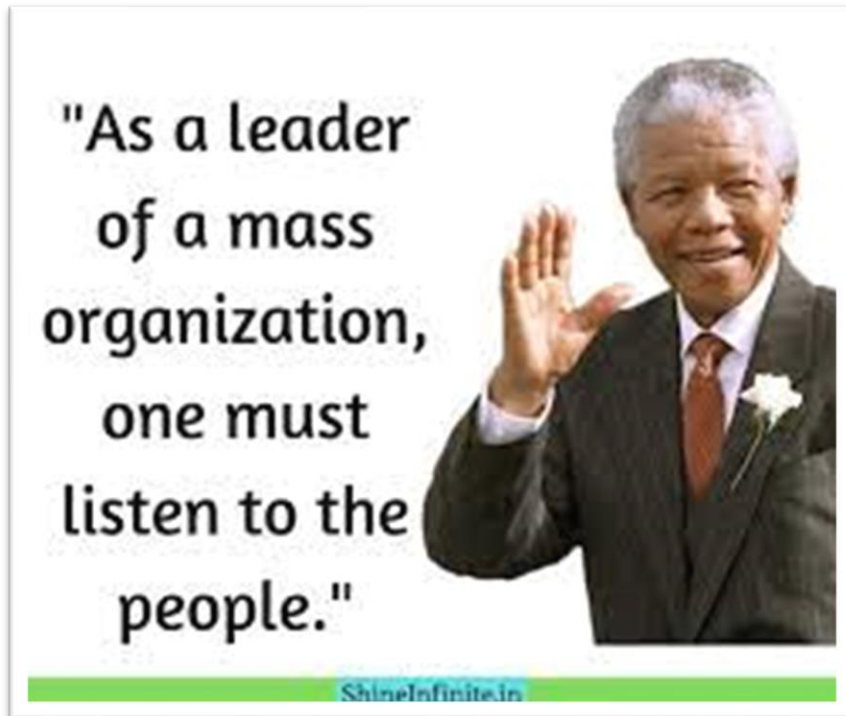
Suitability:

- Works well with new employees and newly promoted employees needing to build skills to get the job done well.

Shadow:

- Can become a micro-manager.
- If not careful, can lower morale.
- Can produce a low-energy work environment.

Democratic



Nelson Mandela

What the leader does:

- Makes sure all employees voices are heard.
- Gathers input and creates consensus.

Strengths:

- Listens well and synthesizes views to create buy-in and engagement.
- Builds strong relationships.
- Weaves diverse perspectives together.

Suitability:

- Thrives with those who have a high level of expertise.

Shadow:

- Can seem indecisive.
- Consensus takes time and can be disastrous in a crisis.
- Potential to be overwhelmed with too many difference viewpoints.

Laissez-faire



Warren Buffet

What the leader does:

- French word for “Leave alone”.
- Uses a hands-off approach to manage others.
- Gives their team full autonomy and freedom.

Strengths:

- Exhibits a high level of trust.
- Provides team with tools and resources they need and stays out of the way.
- Effectively delegates and helps build new skillsets.

Suitability:

- Works well with individuals with high expertise who take initiative.

Shadow:

- Frequently viewed as disengaged and unattached to the teams daily duties.
- May not recognize efforts in reaching goals.
- Can lack motivational skills.

Coaching



Yoda

What the leader does:

- Works 1-1 or in small groups to help employees improve performance and develop.

Strengths:

- Great listener, helps employees build skills, self-awareness and self-direction.
- Creates strong, meaningful relationships and makes employees feel valued.

Suitability:

- Works well with employees who already have some professional acumen and are looking to grow.
- Excited employees who are eager and ready to take initiative.

Shadow:

- Time consuming, if this is the only arrow in the leader's toolbox, they may quickly find themselves overwhelmed with development meetings.
- Can also be seen as micro-management or smothering, depending on the employees learning style.

Pacesetter



Nascar

What the leader does:

- Sets high standards for performance.
- Leads by example.

Strengths:

- Focused on always being better and expects the same of others.
- Drives continuous improvement and fuels team ambitions about flying higher, running faster and becoming more important to the organization.

Suitability:

- Works well with seasoned, high-performing employees.

Shadow:

- Can focus more on success than people.
- May also lead to burnout and low morale as people feel they can not keep up and/or are never good enough.
- Can produce a “win at all costs” mentality.

What's Your Leadership Style?

Autocratic
Laissez-faire
Democratic
Transformational
Pacesetter
Coaching
Affiliative

EVIDENCE-BASED RESEARCH



Generation	Silent or Traditional	Baby Boomers	Generation X	Generation Y or Millennials	Generation Z
Born	1925 – 1945	1946 – 1964	1965 – 1979	1980 – 1994	1995 - 2010
Communication Style	Top – down	Guarded	Hub & spoke	Collaborative	Electro-social, highly connected
Problem Solving	Hierarchical	Horizontal	Independent	Collaborative	Global Tribe/ Independent
Decision Making	Seeks approval	Team informed	Team included	Team Decided	Sonar / Individualistic
Leadership Style	Command & Control	Get out of the way	Coach	Partner	RSS Protagonist
Learning Style	Classroom	Facilitated	Independent	Collaborative & Networked	Pocket mobile internet based
Learning Format	Formal Instructive	Relaxed Structured	Spontaneous Interactive	Multi-sensory Visual	Student centered Kinesthetic
Training	The hard way	Too much and I'll leave	Required to keep me	Continuous & expected	Playing Life
Training Focus	Traditional On-the-job Top-down	Technical Data Evidence	Practical Case Studies Applications	Emotional Stories Participative	Multi-modal e-Learning Interactive
Learning Environment	Military Style Didactic & disciplined	Classroom Style Quiet atmosphere	Round-table style Relaxed ambience	Café style Music-multi-modal	Lounge room style Multi-stimulus
Ideal Leaders	Authoritarian Commanders	Commanding Thinkers	Coordinating Doers	Empowering Collaborators	Inspiring Co-creators
Performance Feedback	No news is good news	Once per year	Weekly/ Daily	On Demand	Continuous social sonar
Technology Use	Uncomfortable	Unsure	Unable to work	Unfathomable if	Lifelong use

Neurodiversity

Cognition and Learning Difficulties

- Specific Learning Difficulties (SPLD)
- *E.G. Dyslexia, Discalculia,*
- Moderate Learning Difficulties (MLD)
- Severe Learning Difficulties (SLD)
- Profound and Multiple Learning Difficulty (PMLD)

Social, Emotional and/or Mental Needs

- Depression
- Attention Deficit Hyperactivity Disorder (ADHD)
- Eating Disorders
- Anxiety Disorders
- Mental Health Issues
- Social Disorders

Communication and Interaction Needs

- Speech, Language and Communication Needs (SLCN)
- Autistic Spretum Disorder (ASD)

Sensory and/or Physical Needs

- Visual Impairment (VI)
- Hearing Impairment (HI)
- Multi-Sensory Impairment (MSI)
- Physical Disability (PD)

COLLABORATION BREAK: 15-mins



Introduce yourself!

- ✓ Turn your camera on 😊
- ✓ What's your name and title?
- ✓ What state are you in?
- ✓ How long have you been with Bridge?

ACTIVITY:

- Open the scenario pdf that was emailed to you.
- Work together to discuss which leadership style would be best in each scenario.
 - There's only one style per scenario.
- Consider other factors that may impact your choice.

The background of the slide is a light blue surface covered with numerous small, light-colored wooden blocks. Each block has a black question mark printed on its top surface. The blocks are scattered across the entire frame, creating a pattern of questions.

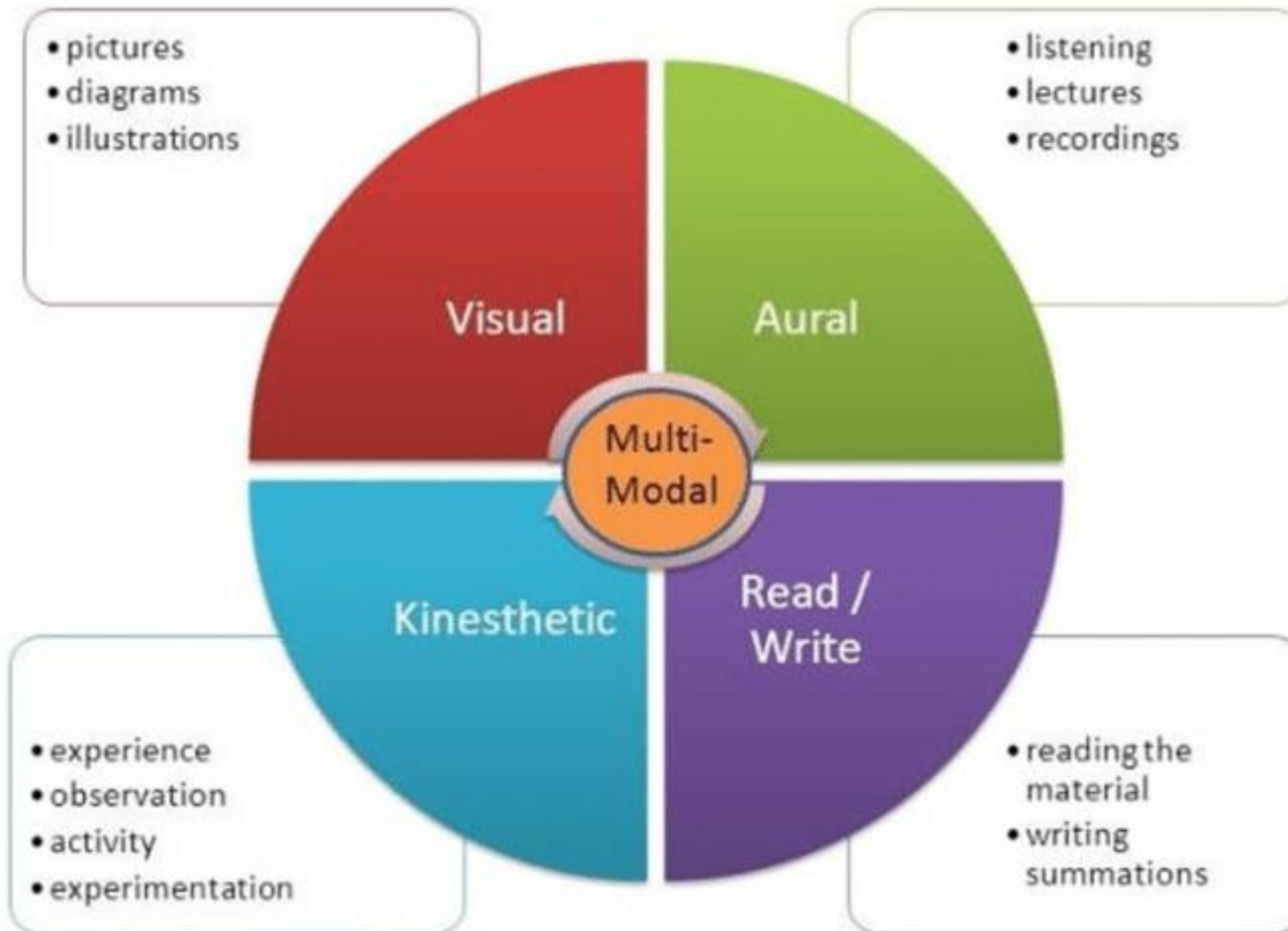
QUESTIONS? COMMENTS? FEEDBACK?

MEP 2024

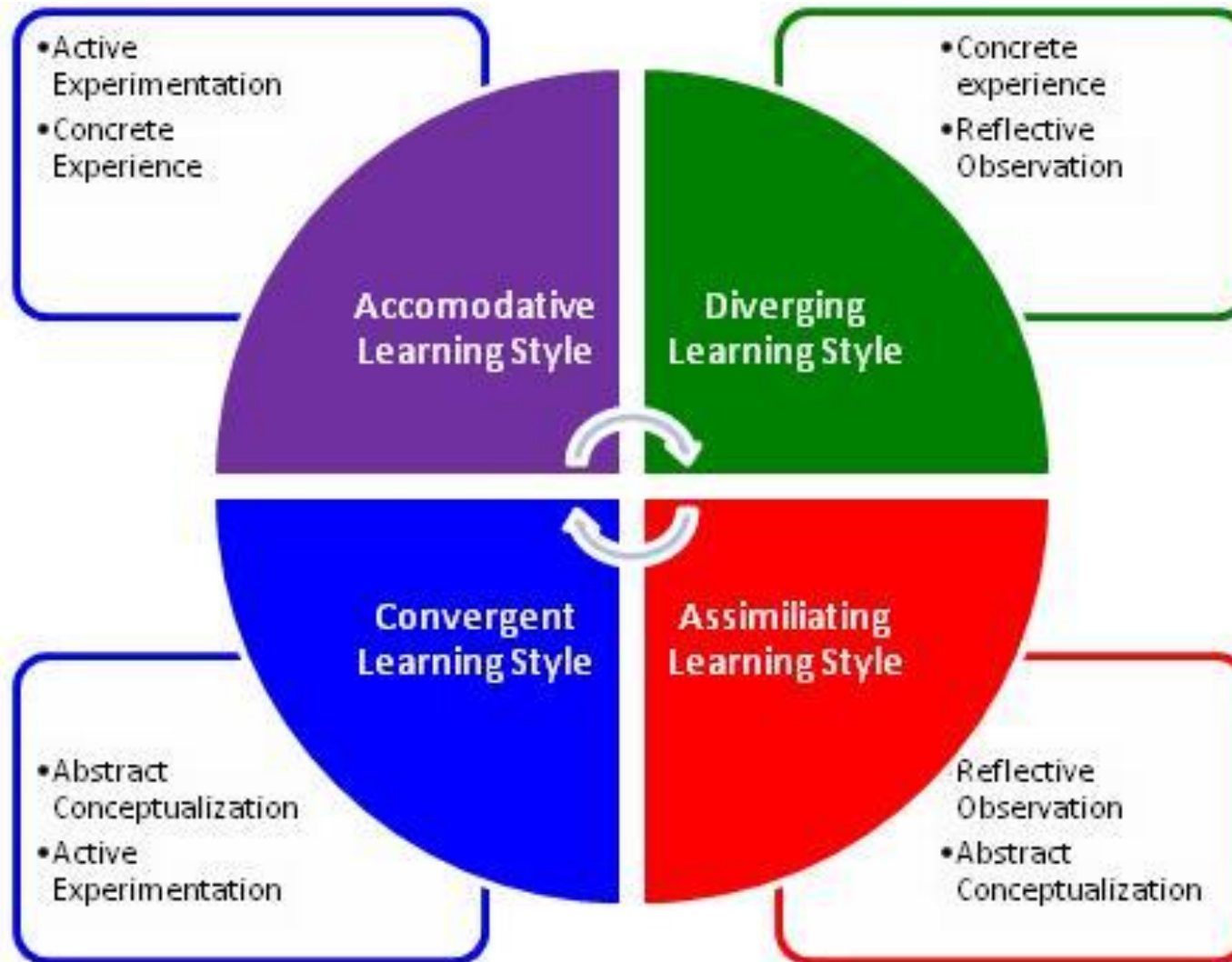
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Thank you for attending!

VARLK Learning Styles



Kolb's Learning Style Model





Kolb's Learning Styles

Kolb (1984) theorized that people develop preferences for different learning styles. According to Kolb, the learning cycle involves four processes that must be present for learning to occur:

- **Activist - Active Experimentation (simulations, case study, homework). What's new? I'm game for anything.**
- **Reflector - Reflective Observation (logs, journals, brainstorming). I'd like time to think about this.**
- **Theorist - Abstract Conceptualization (lecture, papers, analogies). How does this relate to that?**
- **Pragmatist - Concrete Experience (laboratories, field work, observations). How can I apply this in practice?**

Goleman's 6 Leadership Styles

Visionary	Motivates people towards a vision	"Come with me"	Self-confidence, empathy, change catalyst
Coaching	Developing people for the future	"Try this"	Developing others, self awareness, empathy
Affiliative	Creates harmony and builds emotional bonds	"People come first"	Empathy, building relationships, communication
Democratic	Forges consensus through participation	"What do you think?"	Collaboration, team leadership, communication
Pacesetting	Sets high standards for performance	"Do as I do now!"	Conscientiousness, drive to achieve, initiative
Commanding	Demands immediate compliance	"Do what I tell you"	Drive to achieve, initiative, self-control

Leadership Style - *How to Flex Your Style*

Pacesetter

Slow down. Listen to your people and what they need from you. Be humble, compassionate and willing to change.

Director

Focus on delegation. Ask: What can I entrust and empower people with? What do I need to do to ensure accountability?

Visionary

Check in with your people regularly and see how they are doing and what they need. Ensure ongoing 1:1 meetings are in place.

Coach

Determine who else you can develop to help you lead and scale your efforts. Use regular team meetings to drive collaboration.

Affiliate

Improve delegation to allow you to step out of the weeds. Ensure you are giving regular, direct and clear +/- feedback to all.

Harmonizer

Review your areas of responsibility. Clearly determine: go-to people, when and how you gather input, and when you will not.