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# *Module 8 – Managing and Leading Others*

Unit 2– Leadership Styles and Techniques

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## *Introduction to Leadership Styles*

- ◆ The aim of this unit is to introduce you to some of the skills and attributes required to take on the role of a leader when starting your green business or when leading your existing business in a new direction by 'going green'.
- ◆ This unit specifically introduces the topic of leadership in setting up a new green business.
- ◆ This unit is addressed will help you to understand and identify the various styles of leadership and also to determine your personal leadership style.



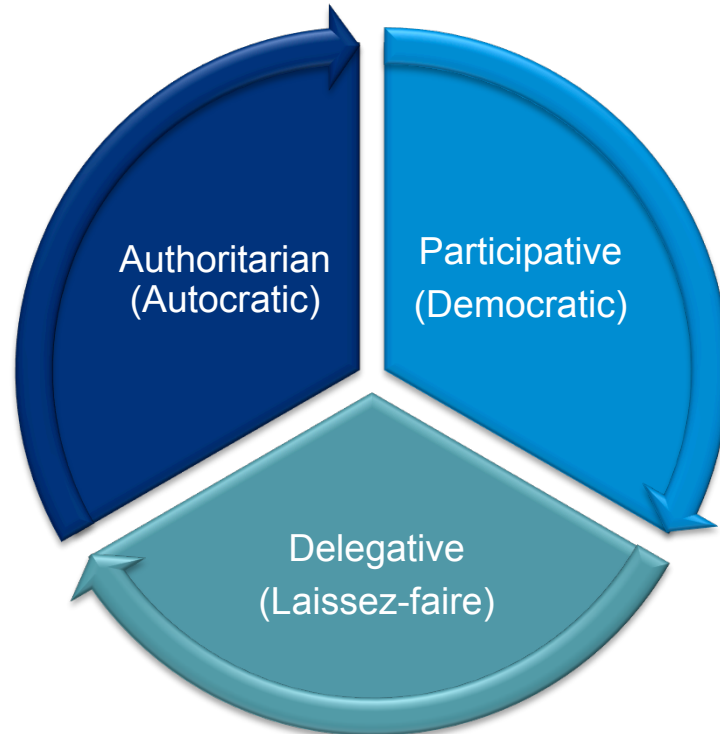
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## *Lewin's Model for Leadership Styles*



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## *Leadership in Entrepreneurship*

### Authoritarian or Autocratic Leader:

- ◆ Allows little or no chance for consultation or may be dismissive of other's suggestions;
- ◆ Appears suppressive or arrogant to others.
- ◆ Is seen as being extremely self-confident and self-assured.
- ◆ But while its beneficial for entrepreneurs to exhibit determination and confidence in their business idea; being too autocratic in dealing with external parties is not advisable.
- ◆ While entrepreneurship is a personal business journey for most, it is also collaborative exercise where entrepreneurs will need support and help from others



## *Leadership in Entrepreneurship*

### Participative or Democratic Leaders:

- ◆ Encourage team-work, consultation and mutual participation of all actors in developing the business.
- ◆ Are patient and ensure all ideas are heard and considered
- ◆ But this style of leadership can also have its disadvantages:
  1. Entrepreneur may spend so much time considering the opinions and ideas of others that they lose sight of their original goals and objectives for their business.
  2. As all opinions are respected, it may be difficult to make effective decisions in a timely manner.



## *Leadership in Entrepreneurship*

### Delegative or Laissez-faire Leaders:

- ◆ Characterized by non-authoritarian approach
- ◆ Free reign leadership style is a hands-off approach allowing complete freedom for anyone involved in developing the business.
- ◆ Entrepreneurs, by their nature, are wholly committed to leading and developing their business in the direction they want it to go in, so they are unlikely to have this leadership style.
- ◆ This style is not recommended for entrepreneurs.
- ◆ They should be the ones to lead the development of their own business idea and of drive the business forward.



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## *Identifying my Leadership Style*

When developing your business idea up until this point:

- ❖ Do all decisions whether large or small require your final approval before action can be taken?
- ❖ Would you prefer to encourage advisors, consultants and family members to offer suggestions and recommendations on your business before you make a final decision?
- ❖ Would you prefer for others to make the decisions about your business on your behalf?







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*Over to you!*

Activity: Leadership Swap!



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## *Leadership in Entrepreneurship*

Green entrepreneurs should...

- ◆ ...understand the advantages and disadvantages of each style
- ◆ ...recognise which style corresponds most to your own natural leadership style
- ◆ ...be able to adapt your natural approach to fit with relationships with different stakeholders you will engage throughout the process of setting up your business.



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## *Reflection Exercise*

- ◆ How you adapt your leadership style to different situations.
- ◆ What style of leadership best meets the factors you currently face in establishing and/or running your green enterprise?



## *Managers vs. Leaders - Kotter*

<b>Managers</b>	<b>Leaders</b>
Seeks order and consistency	Seeks change and movement
During planning and budgeting – establishes agendas, sets timetables and allocates resources.	Establishes a direction – looks at the big picture, clarifies the situation, creates a vision and determines strategies
With relation to staffing – provides structure, job placements and defines rules and processes.	With relation to people – aligns people, communicates goals, builds teams and looks for commitment.
Focuses on control and the solving of issues by taking actions to correct issues, creating solutions and defining incentives to reward good work.	Focuses on motivating and inspiring people through empowerment, looking at how to satisfy unmet needs, and energising people.



## *Managers vs. Leaders - Bennis*

<b>Managers</b>	<b>Leaders</b>
The manager administers current ways of working.	The leader innovates to find new ways of working.
The manager copies what has been done before and is proven to be effective.	The leader provides original solutions that can be utilized.
The manager places emphasis on structure and systems in the organization.	The leader places emphasis on the people in the organization.
The manager deals with issues that are short term in nature.	The leader tends to focus on longer term problems that exist.
The manager will ask questions like “How?” and “When?”	The leader will ask questions like “What?” and “Why?”
The manager continually reviews the bottom line.	The leader continually reviews the horizon.
The manager sticks with the status quo and works within it.	The leader prefers to challenge the status quo.
The manager can best be described as a “classic good soldier”.	The leader can best be described as “his or her own person”.



For a more in-depth analysis of your style, there are a multitude of resources and tools available online.

As a starting point, consider visiting:

- ◆ Leadership Skills (mindtools.com):  
[https://www.mindtools.com/pages/main/newMN\\_LDR.htm](https://www.mindtools.com/pages/main/newMN_LDR.htm)
- ◆ Review your interpersonal skills and leadership style (failteireland.com):  
<http://www.failteireland.ie/Supports/Develop-your-tourism-enterprise/Business-tools/Review-your-interpersonal-skills-and-leadership-st.aspx>
- ◆ 5 Leadership Tools That Will Help You Succeed (inc.com):  
<https://www.inc.com/kevin-daum/5-leadership-tools-that-will-help-you-succeed.html>





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