# **Personal Reflection: How Directive Are You?**

## **Beliefs and Values Underpinning Directive Leadership and Collaborative Leadership**

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| Distinguishing Factors | A Directive/ Autocratic Manager | A Collaborative/ Participative Leader |
| Beliefs I operate from | I am the most senior person in my team  I am expected to have solutions/make decisions  I am responsible for the actions of people in my team | I don’t know all there is to know  My team can generate great solutions  Collectively, we are responsible for results we create |
| I value | Personal power & authority | Team-oriented performance  Interpersonal connectedness |
| Skills that I use an/or develop | Strong verbal skills [for clear communication]  Planning  Problem-solving, decision-making  Organising | Focused, active listening  Open questions  Facilitation  Interpersonal |
| My typical behaviours include | Giving instruction  Giving advice  Listening for relevance/ exception/difference  Convincing & persuading others | Asking questions for insight & understanding  Encouraging others to think and act responsibly & take ownership  Coaching others |
| I learn not to | Display confusion  Give control or influence to others  Take on too many viewpoints | Offer quick solutions  Eagerly display how knowledgeable I am  Control the direction of conversations |
| Things I make important | Providing direction for others  Displaying courage  Clarifying issues & situations  Maintaining a sense of progress | Creating a context for collaboration  Learning & development of people  People’s ability to think & act for themselves |

**How directive are you?**

* How often do you give specific, direct instruction to people who work for you?
* When people are explaining issues, challenges or difficulties. How much listening and questioning do you do – and how much talking?
* How frequently do you offer specific ideas or advice to the people you work with?
* If someone tells you about a problem, do you try to solve it?
* Does it ever feel like you are parenting your team?
* What does your daily agenda reflect about your leadership behaviour?
* Which values, beliefs and behaviours do you recognise as being most relevant to your own?
* Which three (3) things could you do more of that would improve your effectiveness as a leader?
* Which three (3) things could you do less of that would improve your effectiveness as a leader?