



# LEADERSHIP STYLE, MANAGING STRESS & CONFLICTS

Keith D. Lichtenwalner WM,  
Jeff A. Roe PM,  
Bruce D. Rohrbach PM

# TODAY'S LEADERSHIP SKILLS FOCUS

Think about  
Work... *Masonic...*  
Significant Others...  
Family...

## Why Develop A Leadership Style

In an Indeed survey, 55% of employers cited asking about leadership skills in a job interview as the most accurate evaluation of a candidate's ability to succeed in a role.

## **Acknowledge the problem.**

If someone comes to you with a dispute that seems trivial to you, remember it may not be trivial to them. Actively listen to help the other person feel heard, then decide what to do about the situation.

## Conflict Management: Definition, Strategies, and Styles

Conflicts inevitably pop up when you spend time with other people, whether at work or home. However, when conflicts aren't resolved, they can lead to various negative consequences.

## Tips For Choosing A Conflict Management Style

The key to successfully managing conflict is choosing the right style for each situation.

Leadership Style expectations cause conflict, stress... Work and Home...

# AGENDA

## Leadership Styles

- How to choose a leadership style
- Commonly recognized 8 Leadership Styles
  - Benefits
  - Challenges

- Managing Stress and Conflicts
  - What is conflict management?
  - 5 conflict management styles

Interactive Panel Discussion... Be engaged!

# LEADERSHIP STYLES

## How to choose a leadership style

As someone who's interested in the leadership path or looking for more structure in their current leadership approach, it can be helpful to **choose a leadership style that feels authentic to you.**

Some questions you may ask yourself when trying to determine **which style is right for you include:**

- *What do I value more—goals or relationships?*
- *Do I believe in structure or freedom of choice?*
- *Would I rather make a decision on my own, or collectively?*
- *Do I focus on short or long-term goals?*
- *Does motivation come from empowerment or direction?*
- *What does a healthy team dynamic look like to me?*

Think for a minute how you answer the above questions before we start talking about the 8 commonly recognized leadership styles.

## Leadership Style

1. Autocratic
2. Bureaucratic
3. Coaching
4. Democratic
5. Laissez-faire
6. Pacesetter
7. Servant
8. Visionary

# LEADERSHIP STYLE SUMMARY

Leadership Style	Benefits	Challenges
1. Autocratic	Benefits: Autocratic leaders can promote productivity through delegation, provide clear and direct communication and reduce employee stress by making decisions quickly on their own.	Challenges: Autocratic leaders are often prone to high levels of stress because they feel responsible for everything, plus their lack of flexibility can lead to team resentment.
2. Bureaucratic	Benefits: This style can be efficient in organizations that need to follow strict rules and regulations. These leaders separate work from relationships to avoid clouding the team's ability to hit goals.	Challenges: This style doesn't promote creativity, which can feel restricting to some employees. This leadership style is also slow to change and does not thrive in an environment that needs to be dynamic.
3. Coaching	Benefits: Coaching leadership is positive in nature and promotes the development of new skills, empowers team members and fosters a confident company culture. They're often seen as valuable mentors.	Challenges: While this style has many advantages, it can be more time-consuming as it requires one-on-one time with employees which can be difficult to obtain in a deadline-driven environment.

# LEADERSHIP STYLE SUMMARY

Leadership Style	Benefits	Challenges
4. Democratic	Benefits: Working under the democratic leadership style, employees can feel empowered, valued and unified. It has the power to boost retention and morale. It also requires less managerial oversight, as employees are typically part of decision-making processes and know what they need to do.	Challenges: This leadership style has the potential to be inefficient and costly as it takes time to organize group discussions, obtain ideas/feedback, discuss possible outcomes and communicate decisions. It also can add social pressure to members of the team who don't like sharing ideas in group settings.
5. Laissez-faire	Benefits: The laissez-faire leadership style encourages accountability, creativity and a relaxed work environment, which often leads to higher employee retention rates.	Challenges: This style typically doesn't work well for new employees, as they need guidance and hands-on support in the beginning. Other employees may not feel properly supported.

# LEADERSHIP STYLE SUMMARY

Leadership Style	Benefits	Challenges
6. Pacesetter	<b>Benefits:</b> Pacesetting leadership pushes employees to hit goals and accomplish business objectives. It promotes high-energy and dynamic work environments.	<b>Challenges:</b> Pacesetting leadership can also lead to miscommunications and stressed-out employees as they are always pushing toward a goal or deadline.
7. Servant	<b>Benefits:</b> Servant leaders have the capacity to boost employee loyalty and productivity, improve employee development and decision-making, cultivate trust and create future leaders.	<b>Challenges:</b> Servant leaders can become burnt out as they often put the needs of their team above their own. They may have a hard time being authoritative when they need to be.
8. Visionary	<b>Benefits:</b> Visionary leadership can help companies grow, unite teams and the overall company and improve outdated technologies or practices.	<b>Challenges:</b> Visionary leaders may miss important details or other opportunities, like recognizing their teams, because they're so focused on the big picture.

# MANAGING STRESS & CONFLICTS

Practice all  
Conflict  
Management  
Styles

**What is conflict management?** The way that you handle disagreements. On any given day, you may have to deal with a dispute between you and another individual, your family members, or fellow employees.

## 1. Accommodating

An accommodating mode of conflict management tends to be high in cooperation but low in assertiveness. When you use this style, you resolve the disagreement by sacrificing your own needs and desires for those of the other party.

## 2. Avoiding

When avoiding, you try to dodge or bypass a conflict. This style of managing conflicts is low in assertiveness and cooperativeness. Avoidance is unproductive for handling most disputes because it may leave the other party feeling like you don't care.

## 3. Collaborating

A collaborating conflict management style demands a high level of cooperation from all parties involved. Individuals in a dispute come together to find a respectful resolution that benefits everyone.

## 4. Competing

When you use a competitive conflict management style (sometimes called 'forcing'), you put your own needs and desires over those of others. This style is high in assertiveness and low in cooperation.

## 5. Compromising

Compromising demands moderate assertiveness and cooperation from all parties involved. With this type of resolution, everyone gets something they want or need.



# 5 CONFLICT MANAGEMENT STYLES

Styles	What	When Works Well
1.Accommodating	An accommodating mode of conflict management tends to be <b>high in cooperation but low in assertiveness</b> . When you use this style, <b>you resolve the disagreement by sacrificing your own needs and desires</b> for those of the other party.	This management style might benefit your work <b>when conflicts are trivial</b> and you need to move on quickly. <b>At home</b> , this style works when your relationship with your roommate, partner, or child is more important than being right. Although accommodation might be optimal for some conflicts, others require a more assertive style.
2.Avoiding	When avoiding, you <b>try to dodge or bypass a conflict</b> . This style of managing conflicts is low in assertiveness and cooperativeness. Avoidance is unproductive for handling most disputes because it may leave the other party feeling like you don't care. Also, if left unresolved, some conflicts become much more troublesome.	However, an <b>avoiding style works in situations where:</b> <ul style="list-style-type: none"><li>•You need time to think through a disagreement.</li><li>•You have more pressing problems to deal with first.</li><li>•The risks of confronting a problem outweigh the benefits.</li></ul>

# 5 CONFLICT MANAGEMENT STYLES

Styles	What	When Works Well
3. Collaborating	A collaborating conflict management style demands <b>a high level of cooperation from all parties involved</b> . Individuals in a dispute come together to find a respectful resolution that benefits everyone.	Collaborating <b>works best if you have plenty of time and are on the same power level</b> as the other parties involved. If not, you may be better off choosing another style.
4. Competing	When you use a competitive conflict management style (sometimes called 'forcing'), <b>you put your own needs and desires over those of others</b> .	This style is high in assertiveness and low in cooperation (opposite of accommodating). While you might think this style would never be acceptable, it's sometimes needed when you are in <b>a higher position of power</b> than other parties and need to resolve a dispute quickly.
5. Compromising	Compromising demands <b>moderate assertiveness and cooperation from all parties involved</b> . With this type of resolution, everyone gets something they want or need.	This style of managing conflict works well <b>when time is limited</b> . Because of time constraints, compromising isn't always as creative as collaborating, and some parties may come away less satisfied than others.

*Significant  
Other?*

OPEN TO GROUP COMMENTS OR  
QUESTIONS



Questions?  
Comments

EXTRA SLIDES TO POST ON  
LODGE WEB SITE ONLY

# DETAILS FOR LEADERSHIP STYLES

[Additional information if desired to learn more...](#)

# 1. AUTOCRATIC LEADERSHIP STYLE

Also called the “authoritarian style of leadership,” this type of leader is someone who's focused primarily on results and team efficiency. Autocratic leaders often make decisions alone or with a small and trusted group and expect employees to do exactly what they're asked.

Autocratic leaders typically have self-confidence and are self-motivated. They communicate clearly and consistently, are dependable and follow the rules.

They value highly structured environments and are proponents of supervised work environments.

**Read more:** [What Is Autocratic Leadership?](#)

**Benefits:** Autocratic leaders can promote productivity through delegation, provide clear and direct communication and reduce employee stress by making decisions quickly on their own.

**Challenges:** Autocratic leaders are often prone to high levels of stress because they feel responsible for everything, plus their lack of flexibility can lead to team resentment.

## 2. BUREAUCRATIC LEADERSHIP STYLE

Bureaucratic leaders are similar to autocratic leaders in that these leaders expect their team members to follow the rules and procedures precisely as written. The bureaucratic style focuses on fixed duties within a hierarchical system, where each employee has a set list of responsibilities, and there's little need for collaboration and creativity.

This leadership style is most effective in highly regulated industries or in departments like finance, health care or government. This style may fit your leadership approach if you're detail-oriented and task-focused, value rules and structure, are strong-willed and self-disciplined and have a great work ethic.

**Related:** [23 Leadership Characteristics To Be a Good Leader](#)

**Benefits:** This style can be efficient in organizations that need to follow strict rules and regulations. These leaders separate work from relationships to avoid clouding the team's ability to hit goals.

**Challenges:** This style doesn't promote creativity, which can feel restricting to some employees. This leadership style is also slow to change and does not thrive in an environment that needs to be dynamic.

# 3. COACHING LEADERSHIP STYLE

A coaching leader is someone who can quickly recognize their team members' strengths, weaknesses and motivations to help each individual improve. This type of leader often assists team members in setting smart goals and then provides regular feedback with challenging projects to promote growth. They set clear expectations and creating a positive, motivating environment.

The coach leadership style is one of the most advantageous for employers as well as the employees they manage. Unfortunately, it's often also one of the most underused styles—largely because it can be more time-intensive than other types of leadership. Coaching leaders are supportive and value learning as a way of growing. They're self-aware, offer guidance instead of giving commands and ask guided questions.

**Benefits:** Coaching leadership is positive in nature and promotes the development of new skills, empowers team members and fosters a confident company culture. They're often seen as valuable mentors.

**Challenges:** While this style has many advantages, it can be more time-consuming as it requires one-on-one time with employees which can be difficult to obtain in a deadline-driven environment.

**Read more:** [What Is Coaching Leadership? \(And When To Use It\)](#)



# 4. DEMOCRATIC LEADERSHIP STYLE

The democratic style (aka the "participative style") is a combination of the autocratic and laissez-faire types of leaders. A democratic leader asks their team members for input and considers feedback from the team before they make a decision. Because team members feel their contributions matter, a democratic leadership style is often credited with fostering higher levels of employee engagement and workplace satisfaction.

Democratic leaders value group discussions and provide all information to the team when making decisions. They promote a [work environment](#) where everyone shares their ideas and are characteristically rational and flexible.

**Read more:** [What Is Participative Leadership?](#)

**Benefits:** Working under the democratic leadership style, employees can feel empowered, valued and unified. It has the power to boost retention and morale. It also requires less managerial oversight, as employees are typically part of decision-making processes and know what they need to do.

**Challenges:** This leadership style has the potential to be inefficient and costly as it takes time to organize group discussions, obtain ideas/feedback, discuss possible outcomes and communicate decisions. It also can add social pressure to members of the team who don't like sharing ideas in group settings.

# 5. LAISSEZ-FAIRE LEADERSHIP STYLE

The laissez-faire style is the opposite of the autocratic leadership type, focusing mostly on delegating many tasks to team members and providing little to no supervision. Because a laissez-faire leader doesn't spend their time intensely managing employees, they often have more time for other projects.

Managers may adopt the laissez-faire style when all team members are highly experienced, well-trained and require little oversight. However, it can cause a dip in productivity if employees are confused about their leader's expectations, or if some team members need consistent motivation and boundaries to work well.

**Read more:** [Laissez-Faire Leadership: Definition, Tips and Examples](#)

**Benefits:** The laissez-faire leadership style encourages accountability, creativity and a relaxed work environment, which often leads to higher employee retention rates.

**Challenges:** This style typically doesn't work well for new employees, as they need guidance and hands-on support in the beginning. Other employees may not feel properly supported.

# 6. PACESETTER LEADERSHIP STYLE

The pacesetter style is one of the most effective for achieving fast results. Pacesetter leaders primarily focus on performance, often set high standards and hold their team members accountable for achieving their goals.

While the pacesetter leadership style can be motivational in fast-paced environments where team members need to be energized, it's not always the best option for team members who need mentorship and feedback.

**Related:** [How To Demonstrate Leadership Skills at Work](#)

**Benefits:** Pacesetter leadership pushes employees to hit goals and accomplish business objectives. It promotes high-energy and dynamic work environments.

**Challenges:** Pacesetter leadership can also lead to miscommunications and stressed-out employees as they are always pushing toward a goal or deadline.

# 7. SERVANT LEADERSHIP STYLE

Servant leaders live by a people-first mindset and believe that when team members feel personally and professionally fulfilled, they're more effective and more likely to regularly produce great work. Because of their emphasis on employee satisfaction and collaboration, they tend to achieve higher levels of respect.

Servant leaders motivate their teams and have excellent [communication skills](#). You may find this leadership style a match for your own style if you tend to encourage collaboration and engagement among team members and if you commit to growing your team professionally.

**Read more:** [Servant Leadership: Definition, Tips and Examples](#)

**Benefits:** Servant leaders have the capacity to boost employee loyalty and productivity, improve employee development and decision-making, cultivate trust and create future leaders.

**Challenges:** Servant leaders can become burnt out as they often put the needs of their team above their own. They may have a hard time being authoritative when they need to be.

# 8. VISIONARY LEADERSHIP STYLE

Visionary leaders possess a powerful ability to drive progress and usher in periods of change by inspiring employees and earning trust for new ideas. A visionary leader is also able to establish a strong organizational bond. They strive to foster confidence among direct reports and colleagues alike.

Visionary style is especially helpful for small, fast-growing organizations, or larger organizations experiencing transformations or restructuring. Visionary leaders tend to be persistent and bold, strategic and open to taking risks. They're often described as inspirational, optimistic, innovative and magnetic.

**Read more:** [14 Traits of Visionary Leaders](#)

**Benefits:** Visionary leadership can help companies grow, unite teams and the overall company and improve outdated technologies or practices.

**Challenges:** Visionary leaders may miss important details or other opportunities, like recognizing their teams, because they're so focused on the big picture.

# TV SLIDES

60 Point Minimum



# LEADERSHIP STYLE, MANAGING STRESS & CONFLICTS

Keith D. Lichtenwalner WM,  
Jeff A. Roe PM,  
Bruce D. Rohrbach PM

# TODAY'S LEADERSHIP SKILLS FOCUS

## THINK: WORK, MASONIC, FAMILY...

**Leadership Style:** indicator of a person's ability to succeed in a role.  
\*Actively listen, as not trivial to others

**Conflict:** Inevitable, often stress...

Wrong Style can causes conflict, stress...

Panel will engage with examples throughout our program... Choosing the right Style



# LEADERSHIP STYLES

## CHOOSE THE RIGHT STYLE...

### Leadership Style:

- Right style for the situation...
- Feels authentic to you...

**A True Leader:** Develops multiple styles

### Leadership Style

1. Autocratic
2. Bureaucratic
3. Coaching
4. Democratic
5. Laissez-faire
6. Pacesetter
7. Servant
8. Visionary

# LEADERSHIP STYLE SUMMARY

## AUTOCRATIC STYLE

- Promotes productivity via delegation
- Leader highly stressed as feel responsible for everything
- Lacks Flexibility: Team resentment

# LEADERSHIP STYLE SUMMARY

## BUREAUCRATIC STYLE

- Efficient when must follow strict rules
- Not promote creativity (feel restrictive)
- Slow to change – not dynamic

# LEADERSHIP STYLE SUMMARY

## COACHING STYLE

**Positive in Nature, empower team  
(mentors)**

- Time-consuming (1-1 time)
- Conflict when deadline-driven environment

# LEADERSHIP STYLE SUMMARY

## DEMOCRATIC STYLE

People empowered (valued)

Part of Decision-making process

- Inefficient: group, many ideas...
- Social pressure on who don't like group settings

# LEADERSHIP STYLE SUMMARY

## **LAISSEZ-FAIRE STYLE**

**Encourages: accountability,  
creativity and a relaxed  
environment**

New members not get  
support/guidance they seek

# LEADERSHIP STYLE SUMMARY

## **PACESETTER STYLE**

**Pushes goals and objectives**

**Promotes high-energy and  
dynamic work environments.**

**Lead to miscommunications and  
stressed-out people**

# LEADERSHIP STYLE SUMMARY

## SERVANT STYLE

**Boost loyalty and productivity**

**Improve development and  
decision-making**

**Cultivate trust and create leaders**

**Team needs above leader (burn**



# LEADERSHIP STYLE SUMMARY

## VISIONARY STYLE

**Unite & Grow Teams**

**Improve practices**

Miss important details (e.g.  
recognize team contribution –  
over focus on big picture)

# MANAGING STRESS & CONFLICT

## PRACTICE USING ALL...

### What is conflict / stress management:

- How handle disagreements / disputes (You and anyone)
- Right style for the situation

#### Conflict / Stress

1. Accommodating
2. Avoiding
3. Collaborating
4. Competing
5. Compromising

# MANAGING STRESS & CONFLICT

## ACCOMMODATING

High in cooperation, low in assertiveness

Sacrifice own needs and desires

Conflicts are trivial (Pick your battles...)

# MANAGING STRESS & CONFLICT

## **AVOIDING**

**Try to dodge or bypass a conflict**

**Others feel you don't care**

**Gives time for you to think**

**More pressing problems to**

**address first**

# MANAGING STRESS & CONFLICT

## **COLLABORATING**

**High level of cooperation from all parties involved (respectful resolution)**

**Works best if you have plenty of time and are equal power level**

# MANAGING STRESS & CONFLICT

## COMPETING



*Significant  
Other...*

**Put your own needs and desires  
over those of others**

Works well if a higher position of  
power

Price you pay when you use

# MANAGING STRESS & CONFLICT

## COMPROMISING

**Moderate assertiveness and cooperation from all parties**

Works well when time is limited;

Some parties less satisfied than others

# OPEN TO GROUP



Questions?  
Comments