

Leadership Skills in Management: Types, Patterns, and Examples



- ✦ Learnable abilities that guide individuals and teams toward shared goals
- ✦ Distinct from technical expertise and innate personality traits
- ✦ Show up daily: setting direction, giving feedback, handling conflict
- ✦ Three skill families: task-oriented, people-oriented, and change-oriented

What Leadership Skills Are and Why They Matter

- ▶ Leadership is social influence, not just positional authority
- ▶ Katz's model: technical, human, and conceptual skills
- ▶ Management is execution; leadership is direction and influence
- ▶ Effective managers need both management and leadership skills
- ▶ Skill importance shifts with management level



Task-Oriented, People-Oriented, and Change-Oriented Skills



- **Task-oriented:** planning, delegation, monitoring, performance management
- **People-oriented:** communication, coaching, motivation, conflict resolution
- **Change-oriented:** vision, adaptability, leading through transition
- These are independent dimensions—leaders flex across all three

Situational Leadership: Matching Style to Readiness



- Four styles: directing, coaching, supporting, delegating — matched to competence and commitment



- Development level is task-specific, not a personality label



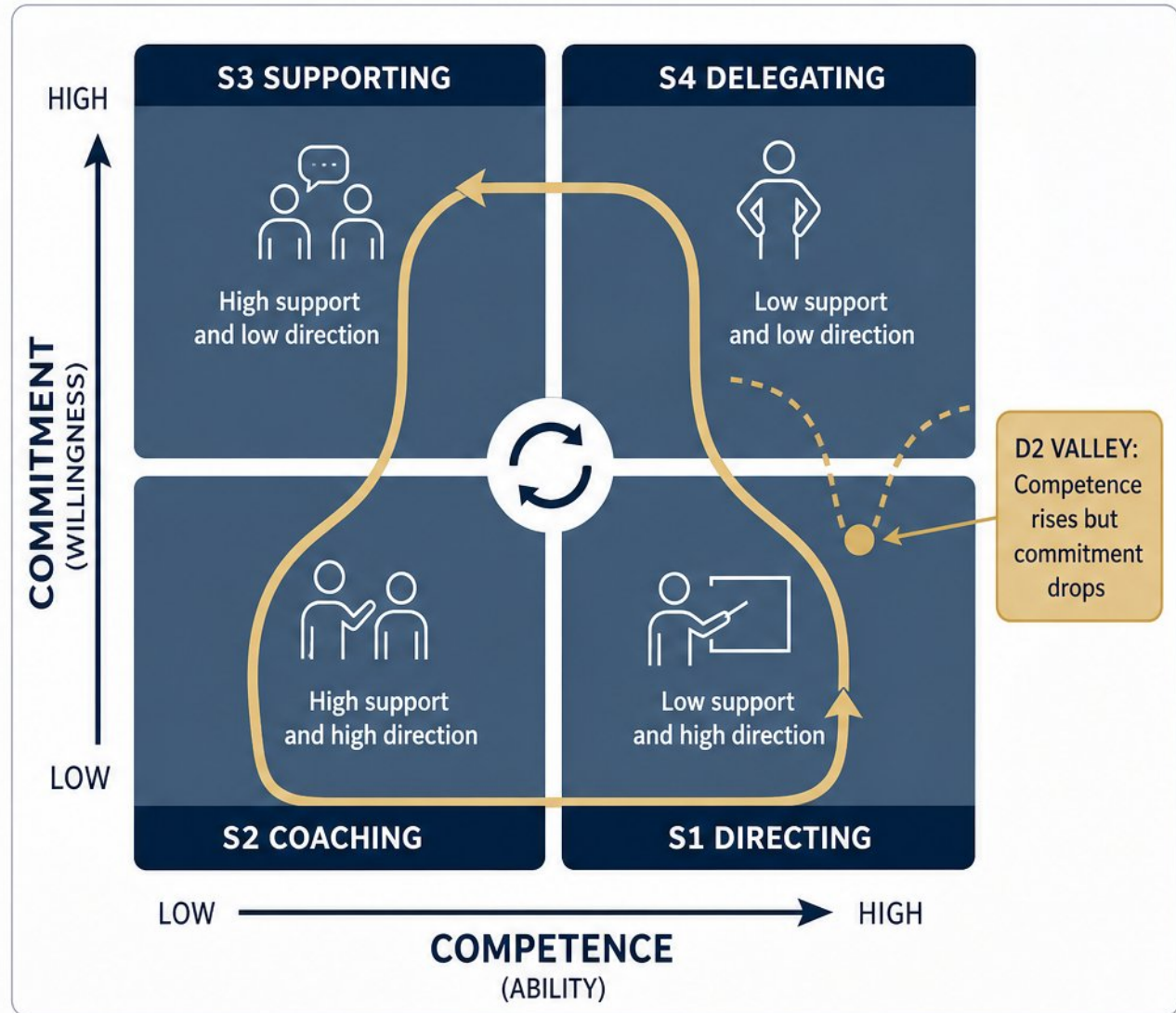
- The D2 valley: competence rises but commitment drops — needs high direction and support



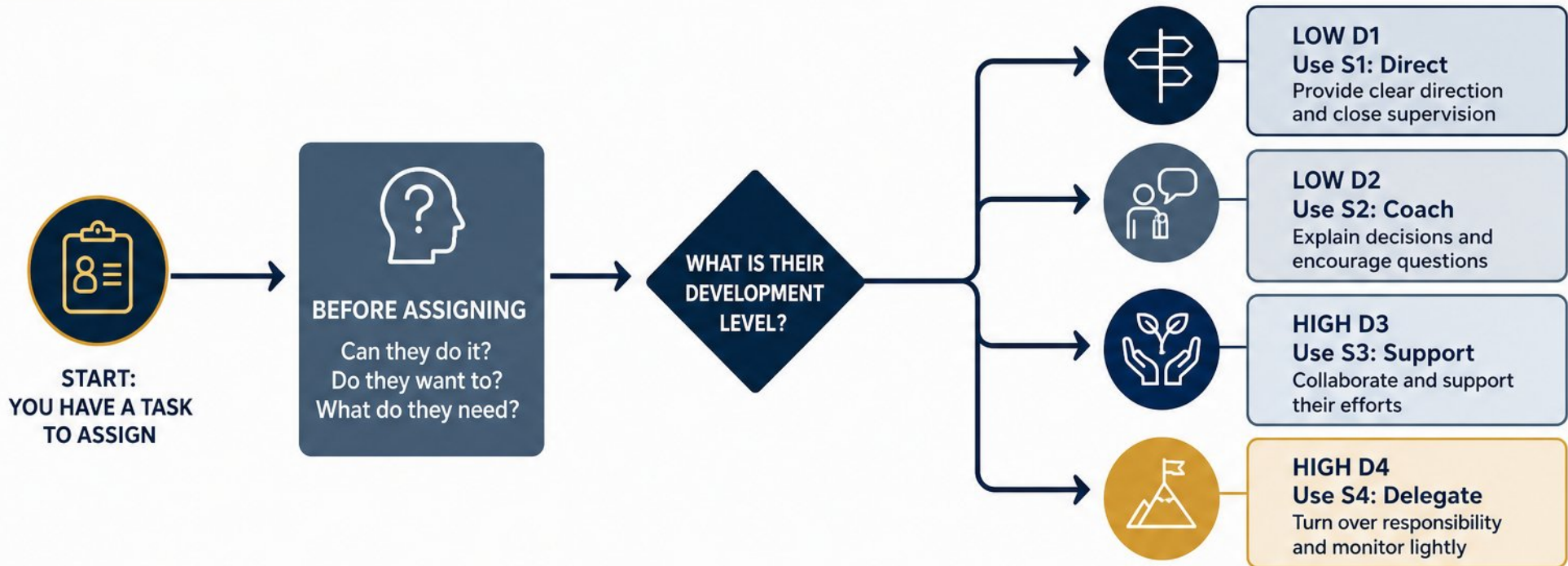
- Avoid over-managing capable performers and under-managing beginners



- Fairness means giving each person what they need on each task



Applying Situational Leadership in Daily Management



- Before assigning: Can they do it? Do they want to? What do they need?



- New hires and unfamiliar tasks need S1 direction, not autonomy.



- Regressions happen: pressure or failure can drop D4 to D3.



- Fairness means giving each person what they need to succeed.

Emotional Intelligence as a Leadership Foundation



- Four core competencies: self-awareness, self-management, social awareness, relationship management



- Self-awareness: recognize your triggers and their impact on team decisions



- High-EQ leaders respond thoughtfully rather than react impulsively



- EI is learnable through deliberate practice, feedback, and reflection

Practical EQ Techniques for Managers



- Build self-awareness: trigger journaling, 360-degree feedback, post-interaction reflection



- Pause, breathe, ask rational questions before responding under pressure



- Listen actively: paraphrase, ask open questions, confirm understanding



- Seek perspectives without fixing or dismissing; move from blame to action



Communication and Constructive Feedback

- Use SBI: Situation, Behavior, Impact for clear, quick feedback
- Describe observable behavior, not opinions or personality judgments
- Specific positive feedback reinforces behavior better than generic praise
- Constructive feedback reduces defensiveness when tied to concrete outcomes
- Add an Intent step (SBII) to explore intention vs. impact





Coaching and Developing Team Members



- Coaching uses questions to build ownership, unlike directing or mentoring



- GROW model: Goal, Reality, Options, Will



- Ask at least three open questions before offering suggestions



- A real commitment includes specific action, date, and obstacle response



- 'I'll try' is an intention, not a plan



Delegation and Empowerment Done Right



- Transfer ownership of outcomes, not just task checklists



- Match work to skills, development goals, and capacity



- Define success, not step-by-step instructions



- Set checkpoints upfront; coach instead of rescuing

Conflict Resolution and Difficult Conversations



Conflict is information: signal scarce resources or unclear decisions—not a problem to eliminate.



It points to what matters.



It helps us make better decisions.



Handled well, it builds trust and innovation.

Thomas-Kilmann modes: each has situational value.

COMPETING

I win, you lose.



Use when a decisive stand is needed.

COLLABORATING

We win, together.



Use when the relationship and outcome are both important.

COMPROMISING

We each give something up.



Use when time or resources are limited.

AVOIDING

I don't engage right now.



Use to cool down, gather information, or when the issue is low priority.

ACCOMMODATING

You win, I support.



Use to preserve the relationship or when the issue matters less to you.

Open from the “third story”:

describe the difference between perspectives without assigning blame.



- Start with curiosity.
- Use “I” and “they” instead of “you”.
- Focus on impact and facts, not motives.

Prepare:

sort what happened, understand your feelings, and ground your identity before engaging.

1 Sort what happened



What happened?
When? Where?
Who was involved?
What's factual?

2 Understand your feelings



Name your feelings.
What do you need?
What matters most to you?

3 Ground your identity



Remember your values.
Who are you choosing to be in this conversation?



During the conversation: Listen well. Stay curious. Speak clearly. Look for solutions together.



After: Reflect, repair, and learn.
Every conflict is information for growth.

Leading Through Change and Uncertainty



- Focus on the human side: trust, clarity, and engagement



- Share what is known, acknowledge unknowns, define next steps



- Communicate frequently using "we" and "us" language



- Maintain development talks and active listening amid disruption



Assessing Your Leadership Skills



- Review recent decisions, conversations, and delegation choices



- Use a structured tool across task, people, and change dimensions



- Seek feedback from peers, managers, and direct reports



- Compare self-ratings with others' perceptions to find gaps



Building Your Personal Leadership Action Plan



- Pick one measurable 30-day leadership priority



- Convert it into observable, external behavior



- Practice it in a real situation this week



- Seek targeted feedback on immediate impact



- Track one metric and reassess in 30–90 days



PersonWise.

PersonWise • AI digital-human course platform



Scan the code or click anywhere to watch this course live, with voice Q&A

personwise.ai/t/564d174c/public