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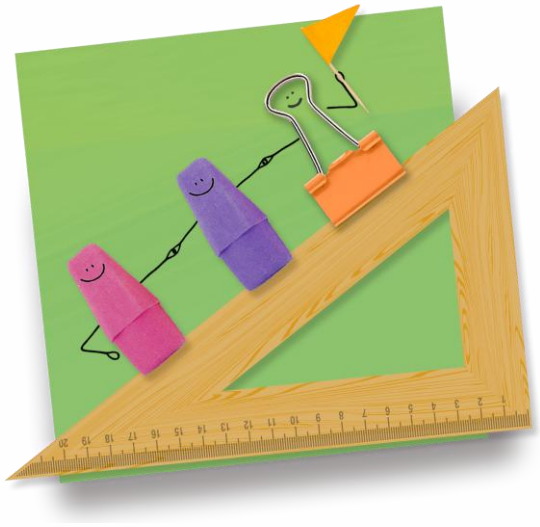
REIMAGINING WORK

The Manager Role

→ Understanding your personal style as a manager



Understanding
The manager role

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Write 10-15 tasks that you Carry out in your role on a typical day.
1.
2.
3.
4.
5.
6.
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8.
9.
10.
11.
12.
13.
14.
15.

Task

Team

Individual

Management vs. Leadership

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Management	Leadership

Knowledge, Skills, Behaviour

Management Style Questionnaire

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Discover your management style by completing this questionnaire.
Be honest and tick the statements that you feel represent your working style.

Style 1	TICK IF THIS SOUNDS LIKE YOU
I give a rationale for decisions and link this to the organization's larger goals.	
I set clear standards and rewards for success.	
I have a clear vision for what we need to achieve, and I measure peoples' performance against the vision.	
I communicate my vision, strategy, and objectives often to the team and they know how their work relates to this vision.	
I spend considerable time thinking about how to make my vision relevant to people.	
I motivate my team by creating a positive vision of the future.	
I allow people lots of leeway to work out how to do their work.	
TOTAL	

Style 2	
I encourage staff to develop long term goals.	
I believe my team's personal development plans are very important.	
I like to help people identify their strengths and weaknesses.	
I delegate challenging work to my team even if the work will take longer.	
I regularly talk to my direct reports about their long term aspirations.	
Taking time to help people is a top priority even when I am under pressure.	
I always believe in the best of people and regard them positively.	
TOTAL	

Style 3	
I build strong emotional bonds with my team and colleagues.	
Giving lots of positive feedback is vital to motivate my team.	
People are more important that the organisation	
I identify and deal with interpersonal conflict promptly.	
Showing empathy to my team is important to me.	
I provide ample opportunities for people to get to know each other.	
If I trust my team they will perform well.	
TOTAL	

Management Style Questionnaire

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Style 4	
I ask my team to participate in making major decisions	
I enjoy holding information sharing meetings.	
I avoid making decisions until everyone has been heard and agrees to it.	
The team knows best.	
Everyone should have a say in meetings.	
I encourage high performance by giving positive feedback.	
I keep everyone informed about organisational issues affecting them.	
TOTAL	

Style 5	
Very high-performance standards are a top priority and I am the living embodiment of these.	
Model the behaviour you want to see in your team such as working long hours.	
Maintaining my expertise and professional knowledge is vital in leading my team.	
I demand more of poor performers.	
I wish there were more people like me in the team.	
To be successful people need to follow my lead.	
I expect people to know how to do their job right.	
TOTAL	

Style 6	
Being in complete control of what is happening around me is very important.	
I tell staff what to do and correcting them when they don't do what I ask.	
I get frustrated when staff don't follow the rules that I have set.	
Being decisive is the most important thing.	
I know best how work should be done by my team.	
When people disagree with me, I get frustrated.	
Monitoring work and people closely is important to know what is going on.	
TOTAL	

Management Style Questionnaire

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Which one was your natural management style (most ticks)?

Whichever you scored the highest in, That's your natural management style.	
Style 1	Visionary/Authoritative
Style 2	Coaching
Style 3	Affiliative
Style 4	Democratic
Style 5	Pacesetting
Style 6	Directive/Coercive

Explanation

Think back on your career to date and the managers you have had. You will have had good managers and others who were perhaps not so good. When people list the characteristics of good managers, many characteristics are about behaviour and style. One of the interesting things about style is that managers with the most flexibility in style get the best outcomes from their people.

Leadership style is not about good/bad, right/wrong: leadership style depends on the task, people, and situation to be managed.

The key to being an effective leader is to have a broad repertoire of styles and to use them appropriately according to the team you are managing. You may have a natural, default style but to be able to deploy other management styles at the right time can be the key to a successful career.

Congrats! You have a Visionary Style

But what does that mean?

Visionary leaders are all about painting the big picture. They create a clear and inspiring vision, then invite their team to be part of making it happen. They give people the freedom to get on with the details, while regularly reminding everyone how their work fits into the wider purpose. This style is great for helping people feel connected, motivated and clear on where they're heading.

In summary this type of manager:

- Provides clear direction and keeps the team focused on shared goals
- Makes people feel included and part of something meaningful
- Motivates through encouragement, persuasion & feedback on overall progress
- Focuses on strategy and vision, trusting the team to handle the detail

This is most effective when:

- The team needs clarity, purpose and a strong sense of direction
- The leader is trusted and credible
- Team members are skilled and confident enough to work independently

This is least effective when:

- Team members are still developing and need more hands-on support
- The leader hasn't yet earned trust, making it harder for the vision to inspire

Tip to think about:

Keep revisiting the vision in team meetings. A quick "this is why this matters" moment can keep everyone aligned and inspired.

Congrats! You have a Coaching Style

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But what does that mean?

Coaching leaders are all about personal growth and development. They focus on helping their team members understand themselves better, build on their strengths and develop new skills. These leaders don't just give answers, they ask great questions and create space for reflection. They encourage people to take ownership of their work and their development, helping them grow in confidence and capability over time.

In summary this type of manager:

- Invests in developing their team's potential
- Encourages people to play to their strengths and keep improving
- Motivates by offering learning opportunities & supporting professional growth

This is most effective when:

- Skills need to be developed over time
- Team members are motivated and open to learning

This is least effective when:

- The team is very inexperienced and needs more structure and direction
- Performance issues are significant and need more immediate action
- In high-pressure situations or crises where quick decisions are needed

Tip to think about:

Ask more questions than you give answers. Try "What do you think would work here?" to encourage reflection & ownership.

Congrats! You have an Affiliative Style

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But what does that mean?

Affiliative leaders put people at the heart of everything they do. They focus on creating a positive, supportive atmosphere where team members feel valued and connected. These leaders encourage open communication, creativity and collaboration, helping to build strong bonds and genuine friendships within the team. The result? A team that enjoys working together & often has high morale.

In summary this type of manager:

- Prioritises people and relationships, often putting the task second
- Steers away from conflict, aiming instead to create harmony
- Motivates by nurturing happiness and emotional wellbeing
- May find it harder to focus on tasks when the environment calls for a more results-driven approach

This is most effective when:

- Rebuilding trust in a team that's been through a difficult time
- Used alongside other leadership styles to balance out the approach
- The work is routine, and the team is performing well
- Helping a team navigate conflict or tension

This is least effective when:

- Leading highly task-focused teams who thrive on clear goals & fast results
- Performance needs to improve & a stronger focus on outcomes is required
- A crisis calls for clear direction and quick decision-making

Tip to think about:

Schedule regular one-to-ones that focus on how people are feeling, not just what they're doing. **Emotional check-ins build trust and show you genuinely care.**

Congrats! You have a Democratic Style

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But what does that mean?

Democratic leaders believe in the power of the team. They involve everyone in decision-making, creating a space where all voices are heard and valued. This collaborative approach builds trust, respect and a strong sense of commitment. When decisions are made together, people tend to support them more fully, and the team feels united in its direction.

In summary this type of manager:

- Involves the team in decisions and values everyone's input
- Encourages open dialogue and shared ownership
- Motivates by recognising and rewarding team efforts
- May take longer to reach a decision, which can sometimes be frustrating when quick action is needed

This is most effective when:

- The team works closely together and benefits from shared thinking
- Team members are experienced and bring valuable perspectives
- The environment is steady and allows time for collaboration

This is least effective when:

- The team needs strong coordination or clear direction
- There's a crisis and swift decisions are required
- The team lacks experience and needs more hands-on support

Tip to think about:

Use simple tools like dot voting or online polls to make collective decisions quicker and more inclusive.

Congrats! You have a Pacesetting Style

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But what does that mean?

Pacesetting leaders lead by setting ambitious goals, working at a fast pace, and expect their team to match that energy. This style can create a buzz of motivation and focus, especially when the team is already confident and capable. However, because they hold such high standards, pacesetting leaders sometimes step in and take over if things aren't moving quickly enough, which can leave others feeling left behind. Used with care, this style can inspire excellence, but it needs to be balanced with support.

In summary this type of manager:

- Leads from the front and models high performance
- Often takes on tasks themselves and expects others to keep up
- Motivates by setting ambitious goals and expecting self-direction
- Can sometimes push too hard or move faster than the team is ready for

This is most effective when:

- The team is highly skilled, motivated and thrives on autonomy
- Little coordination or guidance is needed
- You're leading experts who value high standards and independence

This is least effective when:

- The workload is too much for one person and collaboration is key
- The team needs development, coaching or more structured support

Tip to think about:

Before jumping in to take over a task, pause and ask**, "What support do you need to get this over the line?"** It keeps standards high without disempowering people.

Congrats! You have a Directive Style

But what does that mean?

The directive leader takes a hands-on approach, setting clear expectations and closely guiding their team's work. They often focus on high standards and may prefer to stay involved in the detail to ensure things are done right. This style can be useful in high-pressure situations where clarity and control are important.

However, when used too often or without flexibility, it can limit team development. Team members may feel less empowered to take initiative or grow in confidence. Over time, this can affect motivation and trust. Mistakes might be met with criticism rather than learning, which can create a culture of fear or blame.

In summary this type of manager:

- Leads with a strong sense of how things should be done
- Tends to stay closely involved in team activities
- Motivates through clear consequences and firm direction
- May be perceived as overly controlling or unapproachable
- Can struggle with feedback or challenge
- May be driven by a fear of failure or a need for certainty

This is most effective when:

- There's a crisis or urgent need for quick, decisive action
- Consistency and compliance are critical for safety or success

This is least effective when:

- The team needs space to innovate, collaborate or build confidence

Tip to think about:

Be clear about when and why you're stepping in. Try saying, "I'm being more hands-on here because it's a high-stakes moment," so your team understands the context and doesn't feel micromanaged.

Notes

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Self-reflection

Personal Action Plan

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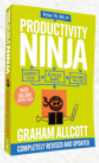
The three things i will do in the next month to help me further improve my effectiveness as a manager
1.
2.
3.

What's next?

Head over to the Productivity Ninja Academy from today, where you'll find your slide deck and this workbook to help achieve your personal action plans. (You'll gain access as soon as you complete your Survey at the end of this Workshop).



Deep dive into Graham's "How to be a Productivity Ninja" book (your eCopy is waiting for you in the Academy).

Make time to to reflect on the workshop you attended. **Think about the key takeaways, insights, and ideas** that stood out to you.

Feel free to **share and practice your newly discovered good management qualities** to your world of work.

Last but not least, Remember to **track your progress and celebrate your successes** along the way. Don't be afraid to ask for help or support if you need it.

Find us on Social. We'll help keep you on the straight and narrow!

YOU'VE GOT THIS!

THE THINK PRODUCTIVE TEAM!

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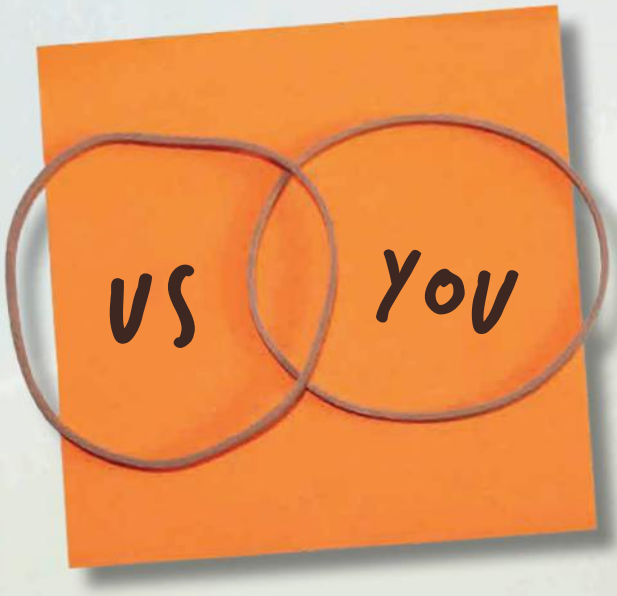

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