



Leadership Styles

Do you recognize yourself, or your boss?

By **David G. Jensen**
Contributing Editor

DALE CARNEGIE, WHOSE SELF-HELP empire was built on the premise that dealing with people is man's most difficult challenge, once said, "Even in such technical lines as science and engineering, only about 15% of a person's financial and career success is due to technical knowledge—the other 85% is due to skill in *human* engineering and the ability to lead people."

Whether you are a bench chemist or already on the management track at your company, developing the skills to lead people should be a part of your career plan. It isn't only the current manager who needs to be up-to-date on leadership skills. As a consultant, I often see examples of technical people who are denied that move up the ladder. Some of them are brilliant in their respective fields, but they may have failed to move into the management organization due to their inability to positively influence those around them (see *The Force Behind Leadership is Influence*, right).

With the pace that today's drug companies keep, you can't expect to be promoted into the ranks of management without some leadership ability already under your belt. Management is often quite cautious about taking a risk, and promoting a person who has never shown any abilities in this area just isn't likely. However, those who have taken the time to study the management skills exhibited by the people around them generally put themselves in a much better position for future promotion—especially when that person is well respected by his or her team members.

Here are some examples of leadership styles that are commonly seen in the biotech and pharmaceutical industries:

The Autocratic Leader

This leader has little concern for his or her colleagues and refuses to see them as individuals with unique skills. Instead, to this person, they are tools to get a job done. An example of an autocratic leader could be a project manager who shows great results when in tight deadlines, but who has trouble keeping the results from falling apart

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when the team demoralizes and breaks down. Autocratic types need to focus more on the contributions of the individuals on the team, recognizing and nurturing each as the project progresses.

The Force Behind Leadership is Influence

IN THE EXCELLENT BOOK *Clout* by Stephen Graves and Thomas Addington, the authors go to great lengths to describe how important the subject of influence is to the topic of leadership. Using the analogy of a mighty river, they state, "Leadership is the surface; influence is the current."

Being a person of influence does not require that one has the title of a leader or manager. Look through your organization for those who have had an influence without the "management" title and you'll find scientists, engineers and others without whom the company would not be the same.

Here are some of the differences noted in *Clout* between leadership and influence:

- Leadership is visible; influence is out of sight.
- Leadership is usually conscious; influence is often unconscious.
- Leadership is contained; influence crosses boundaries.
- Leadership is immediate; influence is long-term.
- Leadership is public; influence is often behind-the-scenes.
- Leadership is formulaic; influence is mysterious.

If you are presently waiting to be moved up the ladder for an "official" leadership position, take note of the above. Being a person of positive influence can be a mighty powerful substitute.

Reference:

1 *Clout: Tapping Spiritual Wisdom to Become a Person of Influence*, Stephen Graves and Thomas Addington, Jossey-Bass, San Francisco, CA, 2003. Page 8.

The Democratic Leader

This is the leader who believes that the best decision is one that is made in a truly democratic fashion. Everyone gets a vote, and as a result the process itself starts to bog projects and progress down. Momentum takes place only when there is a consensus of opinion (opinions are in no short supply in most companies). This leader needs to recognize that he or she has been given the opportunity to lead others because of a presumed ability to make decisions—not to simply guide others in making theirs. One nightmare scenario that I have seen as a recruiter happens when I work for a manager like this; hiring decisions are never made without a vote. Just as in academia, the recruiting process goes on and on, almost as if a huge hiring committee was at work. Ever seen this at your company?

The Parental Leader

This type of leader will take the team in hand as a parent would with children, protecting and sheltering them from the elements of the organization. The parental leader would prefer to have the team members emotionally dependent upon him or her, leading to a subtle frustration of their scientific growth and development within the com-

pany. These leaders, often the firm's most respected technical staff and managers, need to remember that a part of the job is to develop their team members into leaders themselves by cutting the "apron strings."

The Hands-Off Leader

At the other extreme of the scale of involvement, there are leaders who feel that their people can do what they wish, even to the point of letting the organization's goals flounder, or allowing individuals to get way too far into quicksand before help is offered. Working for a "hands-off" manager is one of those situations that sounds great until you get into it—and find that you are out on a limb. Everyone likes independence, but the hands-off leader needs to remember that each person also needs a touch of support and some occasional direction.

The Driven Leader

This type of manager has the best interests of the organization at heart, but manages by imposing his or her will. Forceful and objectives-oriented, this person requires perfection but is not so caught up in that perfection as to miss an opportunity to get results out before the competition. Driven leaders tend to forget that their people want to be led, and not pushed. Although blessed with better "people skills" than the autocratic leader, this sort of person still needs to concentrate more on making his or her team want to succeed.

The Consultative Leader

Here's where true leadership really starts to have an impact. The consultative leader makes the assumption that there is a uniqueness about each individual's skills, and that some may outshine the leader's in certain areas. Ideas are encouraged and shared, and decisions are made that reflect the combined intelligence of the team members. This leader consults with them and smooths the way for them to do a better job. Where a parental manager may give the team a sense of confidence in the leader, the consultative leader gives the team members a sense of confidence in themselves. By instilling this confidence in their work, the consultative leader sets the stage for what is known as "maintenance behavior," the ability to keep things moving along on an even keel. In that regard, this leader becomes a sort of organizational gyroscope—valued by the company for the ability to develop internal harmony.

Volumes have been written about leadership skills. Study these tools and take advantage of outside training programs sponsored by your company, because whether at the bench or in the executive suite, those who exercise good leadership skills create their own future by their ability to motivate their colleagues. ■

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