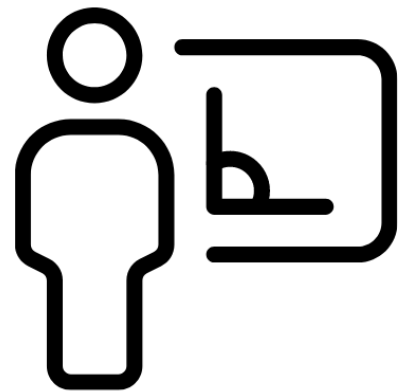


# Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



*The speed of the leader is the speed of the gang.*

*Mary Kay Ash*

## Module Two: Is it Better to be Loved or Feared?



This famous question comes down to us from Niccolò Machiavelli, a political theorist who lived in Italy during the Renaissance. He contended that a leader who is feared is preferable to a leader who is loved. However, he also lived during a time of great political instability when city governments changed in a flash, usually violently, and usually involving executions of the previous leadership. Since we no longer live in an age when stepping down from a leadership position or being removed would involve the loss of one's head, do we really need to adopt the route that proved so disastrous

for such ruthless dictators as Saddam Hussein and Augusto Pinochet?

### The Case for Fear



An authoritarian approach to leadership is not all bad. Some people in leadership positions might still maintain that leaders who approach their employees with a sense of antagonism have fewer instances where employees take advantage of them. They can use “tough love” to “whip employees into shape.” Where supervisors who aim for popularity fail in setting boundaries for their employees, authoritarian leaders make those boundaries clear through well-defined consequences for crossing them. This approach to leadership seldom suffers from employees taking liberties or taking advantage of a perceived weakness from the supervisor.

<b>Estimated Time</b>	<b>8 minutes</b>
<b>Topic Objective</b>	Introduce Authoritarian Style Leadership.
<b>Topic Summary</b>	<b>Authoritarian Leaders</b> Discuss Authoritarian Style leadership.
<b>Materials Required</b>	<b>Flipchart/board and marker</b>

<b>Planning Checklist</b>	None
<b>Recommended Activity</b>	As a class discuss managers and supervisors that you have had in the past who could be characterized as having an authoritarian style. Discuss what worked well for this approach to leadership. List ideas on the flipchart/board, and park any suggestions about the downside of this leadership style, which will be addressed later in this module.
<b>Stories to Share</b>	Share any personal or relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	What kinds of benefits do leaders experience from an authoritarian style of leadership?

## The Case for Love



Well, that's a case closed then, right? Make sure that you scare your employees, and they will treat you with respect and dare not cross you. This has been a great training session. Thank you for participating. Good luck!

If it were only so easy. While an authoritarian approach to leadership might give you the appearance of being respected, it's not so likely that this respect would be genuine. Real respect must be earned, and involves respecting others. If you genuinely care about your employees, you may not have to work so hard getting them to do what needs to be done, uncovering instances where they were too afraid to approach you, or squashing conflicts with your employees that might tend to flare up when you approach your leadership role from an authoritarian standpoint. Perhaps being loved is not such a useless approach to effective leadership.

<b>Estimated Time</b>	<b>8 minutes</b>
<b>Topic Objective</b>	Introduce Being Loved in Leadership.
<b>Topic Summary</b>	<b>Being Loved in Leadership</b> Explore the upside of being a beloved leader.
<b>Materials Required</b>	<b>Flipchart/board and marker</b>
<b>Planning Checklist</b>	None
<b>Recommended Activity</b>	As a class discuss instances where you worked for a supervisor whom you loved. What approaches did they take to make you love them? List ideas on

	the flipchart/board.
<b>Stories to Share</b>	Share any personal relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	What do leaders do to become loved?

## The Case against Either



The problem in leadership isn't being more loved, nor is it being feared more. Both have their upsides, but each also has its downside. Beloved leaders might be popular, but they might also be easily manipulated and put into unnecessary situations where it feels as if *the inmates are running the asylum*. Conversely, those who use fear as a leadership tactic frequently have to deal with such issues as insubordination or dishonesty from their employees. In addition, a work

environment that is marked by fear turns into a poisonous place to work. Authoritarian leaders often experience higher rates of turnover from their employees. This means time that might otherwise be productively spent is now redirected towards training new employees. Any efficiency such a leader hoped to gain by cracking the whip has been lost when employees won't stay for any length of time. There must be an intermediary way.

<b>Estimated Time</b>	<b>8 minutes</b>
<b>Topic Objective</b>	Explore the downsides of too much of either leadership style.
<b>Topic Summary</b>	<b>The Downside of Being an Authoritarian or Being a Pushover</b> Consider the problems that emerge in either leadership style.
<b>Materials Required</b>	<b>Flipchart/board and marker</b>
<b>Planning Checklist</b>	None
<b>Recommended Activity</b>	As a group, discuss what negative experiences you have had from leaders who are too tough or leaders who are too lenient. List these on the flipchart/board in two separate columns.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	What can you lose when you are too lenient?

## The Middle Ground



Since both leadership styles have both upsides and downsides, perhaps the best approach is to be a little bit of both. Like an authoritative leader, you want to have clear boundaries with clear consequences, but you do not want to create a fearful and poisonous work environment where everyone is trying to stab each other in the back and no one will tell you the truth, but only what you want to hear.

In addition, a middle ground approach would mean that you do value your employees as people. You are genuinely interested in their lives. You understand that respect is a two-way street and must be earned. Yet, you impose clear boundaries. While you and your employees may be equal in both a personal and possibly even a professional sense, you have a different job than your employees. You face a different set of pressures. The key to understanding whether it is better to be loved or feared is considering the big picture and the long term, and in each situation, which approach would be more effective for that situation.

<b>Estimated Time</b>	<b>7 minutes</b>
<b>Topic Objective</b>	Explore a middle ground approach to leadership.
<b>Topic Summary</b>	<p><b>The Middle Ground</b></p> <p>Discuss leadership styles that take the best from both authoritarian and lenient leadership approaches.</p>
<b>Materials Required</b>	<b>Flipchart/board and marker</b>
<b>Planning Checklist</b>	None
<b>Recommended Activity</b>	As a group, discuss the best supervisors, managers, and other leaders you have experienced as an employee. How did they set boundaries? How did they show compassion and understanding towards their employees? List your ideas on the flipchart/board.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	What are ways to strike a balance between both leadership styles?

## Practical Illustration



Steve and Angela were both recently promoted to a management position. While Steve tried to crack the whip and boss his employees around, Angela tried to get to know her employees and worked on making them happy. Soon, Steve found all of his employees either quitting on him or they no longer were friendly with him. His employees would do their work, but often it was the bare minimum. The work environment when he was in charge became quiet, serious, and tense. When Angela was in charge, the effect was like a ray of sunshine lighting up a dark room. Employees laughed and joked with her and with each other, but they also worked extremely hard.

## Module Two: Review Questions

1.) Who first posed the question of whether it's better to be feared or loved?

- a) Shakespeare
- b) Da Vinci
- c) Columbus
- d) Machiavelli

In his book *The Prince*, Machiavelli asked the question of whether it was better to be feared or loved. He decided that fear was better, but he also lived during a far more unstable and violent time than now.

2.) What is an advantage of authoritarian leadership?

- a) Employee loyalty
- b) Well-defined boundaries
- c) A lack of conflict
- d) Respect for upper management

One advantage of authoritarian leadership is that it provides well-defined boundaries in the work place with clear consequences for crossing those boundaries.

3.) Genuine respect \_\_\_\_\_.

- a) Must be earned
- b) Is achieved through fear
- c) Can only be given to people who are higher up than you are
- d) All of the above

Genuine respect must be earned. It is not achieved through fear and goes both directions from management down and from employees up if it is earned.

4.) Which is NOT an effect of a more lenient and understanding leadership style?

- a) Less conflict between management and employees
- b) Employees tend to be more loyal
- c) Clearly defined boundaries
- d) Easier to motivate employees to cooperate

While a lenient leadership style helps in many ways, it does not help in clearly defining boundaries.

5.) What is a detriment of authoritarian style leadership?

- a) Clear boundaries
- b) High employee turnover rate
- c) Lack of discipline
- d) None of the above

One detriment to an authoritarian style of leadership is a high rate of employee turnover.

6.) What is a detriment to a relaxed leadership style?

- a) Poisonous work environment
- b) High employee turnover rate
- c) Clear consequences for violating boundaries
- d) A chaotic work environment

One detriment to a relaxed leadership style is a chaotic work environment, where it feels as if the inmates are running the asylum.

7.) When determining whether to approach with an authoritarian style or a lenient style, what should you consider?

- a) The bigger picture
- b) The long-term consequences
- c) What will be effective
- d) All of the above

All three of these aspects should be considered when determining which approach to take with an employee.

8.) What should a middle ground approach to leadership include?

- a) A poisonous work environment
- b) A chaotic work environment
- c) An indifferent work environment
- d) An environment where all employees are respected regardless of status

A middle ground approach to leadership means respecting your employees regardless of their position within the company.



9.) Why did Machiavelli claim what he did about leadership?

- a) He lived in a different time
- b) He was loved by all
- c) He was not liked at all
- d) None of the above

He contended that a leader who is feared is preferable to a leader who is loved. However, he also lived during a time of great political instability where city governments changed in a flash, usually violently, and usually involving executions of the previous leadership.

10.) What does *an intermediary way* to lead mean?

- a) Someone has to be in charge
- b) Employees love their boss
- c) An effective leader can also be loved by their employees
- d) None of the above

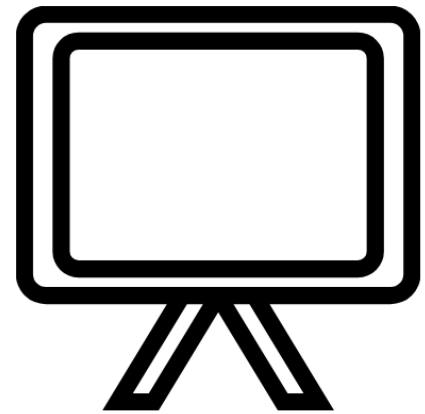
There must be *an intermediary way* simply means that an effective leader can be respected and loved by their employees.

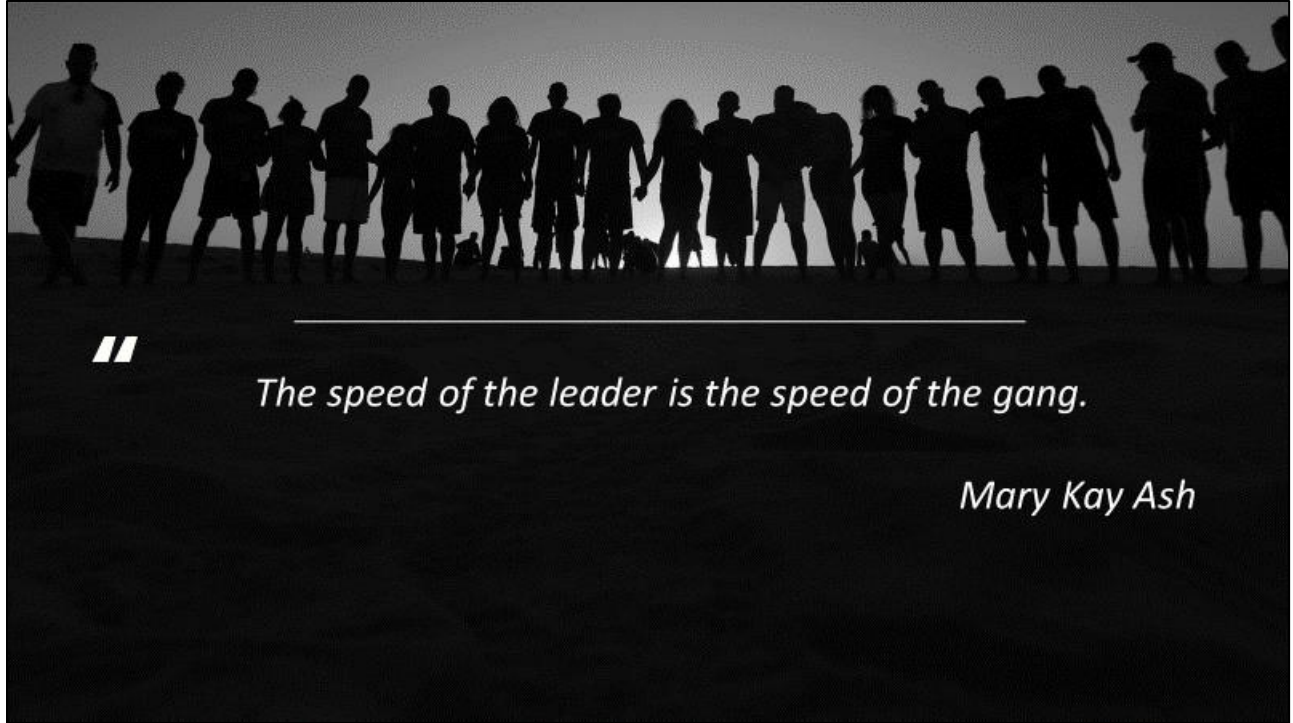
# PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





“

*The speed of the leader is the speed of the gang.*

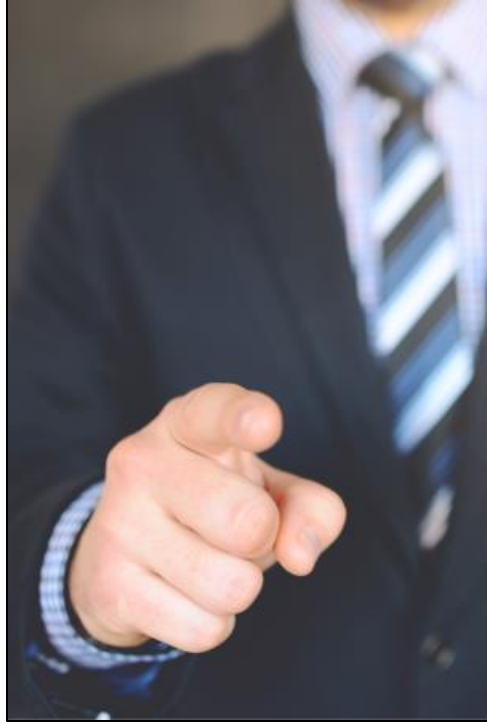
*Mary Kay Ash*

## MODULE TWO

# Is It Better to be Loved or Feared?

Machiavelli felt a leader who is feared is preferable to a leader who is loved.

Do we really need to adopt an idea that proved disastrous for some ruthless dictators?



## The Case For Fear

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Some leaders still maintain that if they approach their employees with a sense of antagonism they will face fewer instances where employees take advantage of them.

## The Case For Love

---

Real respect must be earned, and involves respecting others.





## **The Case Against Either**

---

Both have their upsides, but each also a downside.

There must be an intermediary way.

## **The Middle Ground**

---

Since both leadership styles have upsides and downsides, perhaps the best approach is to be a little bit of both.



## Practical Illustration



- The Case For Fear
- The Case For Love
- The Case Against Either
- The Middle Ground

## Module Two: Review Questions

1. Who first posed the question of whether it's better to be feared or loved?

A. Shakespeare

B. Da Vinci

C. Columbus

D. Machiavelli

# Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



# Being a Likeable Boss

## Quick Reference Sheet



### Earning the Trust of Your Team

Avoiding micromanagement, delegating tasks properly, and celebrating successes, are all ways to increase your high regard and trust for your team, but trust is a two-way street. An effective leader is one whom the followers will trust implicitly. Trust, like respect, does not come automatically. Some people may be naturally inclined to trust people, but the degree of trust you need to lead effectively must be earned.

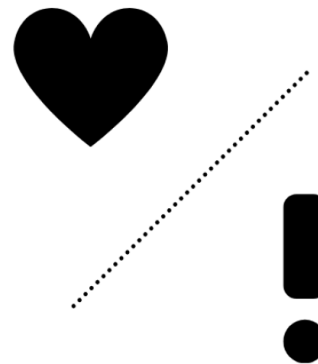


### Understanding Motivation

You can't always get into the head of another person. Even if this were possible, understanding what motivates another person can be so complex that even that person is unaware of their motivations. However, to a certain degree, the essence of leadership is getting others to do what you need them to do, as if it were their original plan. While you may not be able to specifically identify another person's motives, there is a good rule of thumb that was developed by Kenneth Burke called dramatism.

### Is it Better to Be Loved or Feared?

This famous question comes down to us from Niccolò Machiavelli, a political theorist who lived in Italy during the Renaissance. He contended that a leader who is feared is preferable to a leader who is loved. However, he also lived during a time of great political instability when city governments changed in a flash, usually violently, and usually involving executions of the previous leadership. Since we no longer live in an age in which stepping down from a leadership position or being removed would involve the loss of one's head, do we really need to adopt the route that proved so disastrous for such ruthless dictators as Saddam Hussein and Augusto Pinochet?





## Lighting a Fire

You will often find yourself in a position where you need to get your employees energized and motivated to work hard and enthusiastically. One who has adopted the rule-through-fear paradigm will consider this the time to become forceful and aggressive, but this can frequently backfire. Instead, an effective leader uses inspiration and positivity to harness enthusiasm in employees. Lighting a fire isn't akin to burning down the house so much as shining a light to guide your employees. Here are some suggestions for increasing employees' enthusiasm:

- Share inspiring quotes, speeches, or ideas. While the movie *The Wolf of Wall Street* is not a great example of ethical leadership, it does give a good idea of how powerful inspiration can foster enthusiasm in employees. This is why coaches in professional sports like to give the "Win one for the Gipper" style speeches.
- Use upbeat music to get people going. Music that has a good beat and makes people want to dance also helps to instill enthusiasm and a kind of esprit de corps.
- Celebrate group and individual successes in order to foster a positive and forward-looking morale.



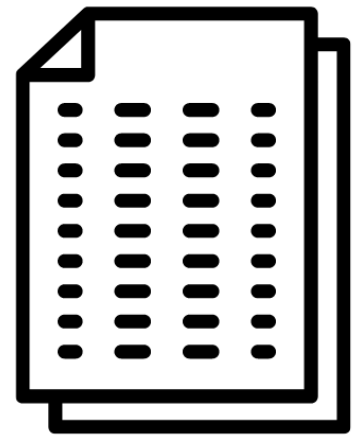
# Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



## **Icebreaker: A New Leader**

### **PURPOSE**

To help participants get acquainted and start talking to each other.

### **MATERIALS REQUIRED**

1. Index cards

### **PREPARATION**

Write the name of a different famous person on five or six index cards. Some examples: Madonna, Tiger Woods, Lance Armstrong, Nelson Mandela, Bill Gates, Angelina Jolie.

Divide participants into groups of four to six. Give each group one of the cards.

### **ACTIVITY**

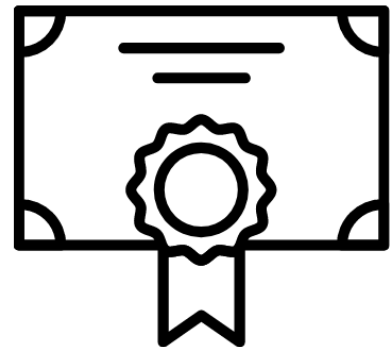
Tell participants that the president of their company (or the head of their department) has resigned and the position is now being taken over by the person on their index card. Ask each group to think of one characteristic of this person that will help them do well in this new role.

After a few minutes, ask the groups to report on what they decided.

# Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

**[Name]**

*Has mastered the course  
Being a Likeable Boss*

Awarded this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

Presenter Name and Title

\_\_\_\_\_