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# Adaptive Leadership Styles: Reading Situations and Leading Groups Training Course

28 December 2026 – 1 January 2027  
Tokyo





## Adaptive Leadership Styles: Reading Situations and Leading Groups Training Course

**Ref:** 90\_13538 **Date:** 28 December 2026 – 1 January 2027 **Location:** Tokyo **Fees:** 6900 GBP

### Programme Summary

Adaptive leadership styles is a five-day training course for directors and heads of department at strategic level, culminating in a personal style flexibility plan for the teams and leadership groups they lead. Most senior leaders rely on one or two preferred styles that work until the situation, the people or the group changes. The approach builds a deliberate repertoire of styles, sharpens the reading of situations and group behaviour, and links style to how far others are involved in decisions. Mars Training Centre UK delivers this programme in adaptive leadership styles for senior leaders.

### The Business Case

A leader whose style does not fit the moment pays a hidden price: capable people disengage under close control, struggling teams drift without direction, and leadership groups agree in the meeting but fail to act afterwards. Leaders who can read the situation and adjust their approach get more discretionary effort from their people and better commitment to group decisions.

- Engagement and Retention: Improve as leaders match direction and support to the readiness of each person.
- Team Effectiveness: Rises as leaders recognise the stage a group has reached and intervene accordingly.
- Decision Commitment: Strengthens as the level of participation in each decision is chosen deliberately and explained.

### Principles and Evidence Base

- Goleman's Six Leadership Styles: Provide the style repertoire profiled in Session 1.
- Situational Leadership Model: Matches directing, coaching, supporting and delegating to follower readiness in Session 2.
- Heifetz's Adaptive Leadership: Distinguishes technical problems from adaptive challenges and frames the balcony view used in Sessions 2 and 3.
- Tuckman's Stages and the Vroom-Yetton Model: Guide the reading of group development in Session 3 and the choice of decision participation in Session 4.

### Intended Participants

- Leaders who direct several teams or a leadership group through other managers.
- Senior managers whose default style meets resistance.
- Directors who chair executive committees, boards or cross-functional groups.
- Heads of department leading teams through change, growth or recovery.



The programme serves government entities, energy and industrial companies, financial services and healthcare organisations.

## Learning Outcomes

1. Participants will be able to diagnose their own leadership style profile and its effect on others.
2. Participants will be able to select a leadership style that fits the task, the people and their readiness.
3. Participants will be able to distinguish technical problems from adaptive challenges and lead each accordingly.
4. Participants will be able to evaluate the stage and dynamics of a group and choose an intervention.
5. Participants will be able to determine how far to involve others in a decision and justify that choice.
6. Participants will be able to construct a personal style flexibility plan with practice commitments.

## Programme Structure

### Day 1: Leadership Styles and Personal Profile

Which styles does the leader rely on, and what climate do they create?

- Goleman's Six Leadership Styles
- Personal Style Profile and 360-Degree Perceptions
- Style Effects on Team Climate and Performance
- Overused Strengths and Default Patterns
- Cultural Expectations of Leadership Across Settings

### Day 2: Situational and Adaptive Leadership

How does the leader read the situation and choose the right response?

- Situational Leadership Model and Follower Readiness
- Directing, Coaching, Supporting and Delegating in Practice
- Technical Problems Versus Adaptive Challenges
- Getting on the Balcony: Observing Patterns in Action
- Regulating Pressure and Holding Productive Tension

### Day 3: Group Dynamics and Team Development

What is happening in the group, and how should the leader intervene?

- Tuckman's Stages of Group Development
- Roles, Norms and Informal Influence in Groups
- Conflict Patterns and Trust in Groups
- Groupthink and Other Group Decision Traps
- Leading Executive Committees and Peer Groups



## Day 4: Decision Participation and Style Under Pressure

How far should others be involved in a decision, and how does style hold up in a crisis?

- Vroom-Yetton Model of Decision Participation
- Autocratic, Consultative and Group Decision Choices
- Explaining Decisions and Securing Commitment
- Leadership Style During Change and Crisis
- Style Choices for Remote and Hybrid Groups

## Day 5: Applying Adaptive Leadership Styles

How are style, situation and group reading combined into one plan?

- Style Diagnosis of a Participant Leadership Challenge
- Situation and Readiness Mapping of the Participant's Team
- Group Intervention and Decision Participation Choices
- Peer Coaching on Style Flexibility
- Personal Style Flexibility Plan Presentation

## Methodology

The programme is built around structured exercises and peer review. Participants analyse leadership cases from public and commercial organisations and practise switching styles in observed role plays, then apply each model to their own teams.

- Suggested activity: Leading the same team scenario in three contrasting styles.
- Suggested activity: Observing a group exercise from the balcony and naming its stage and patterns.
- Suggested activity: Deciding the participation level for five real decisions using the Vroom-Yetton model.

## Capstone Output

Each participant completes a personal style flexibility plan. It contains a style profile, a readiness map of direct reports, the group's development stage, chosen interventions, decision participation rules for recurring decisions and practice commitments with feedback points, ready to discuss with a coach, line manager or team.

## Frequently Asked Questions

### Are adaptive leadership styles suitable for experienced directors?

Yes. It suits directors who already lead teams or leadership groups, and assumes leadership experience but no prior study of style models.



## **Which models underpin adaptive leadership styles in this programme?**

It draws on Goleman's six leadership styles, the Situational Leadership model, Heifetz's adaptive leadership, Tuckman's stages of group development and the Vroom-Yetton model of decision participation.

## **How is the adaptive leadership styles flexibility plan used at work?**

You take back a plan that sets which style to use with whom and when, reviewed with a coach or line manager.

## **How do adaptive leadership styles differ from strategic decision-making programmes?**

It focuses on how leaders behave with people and groups, including how far they involve others, rather than on analytical tools for evaluating decision options.