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LEADERSHIP STYLE
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Abstract

Leadership is less about your needs, and more about the needs of the people and the organization you are leading. Leadership styles are not something to be tried on like so many suits, to see which fits. Rather, they should be adapted to the particular demands of the situation, the particular requirements of the people involved and the particular challenges facing the organization.

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader.

Leadership styles are the ways in which a leader views leaderships and performs it in order to accomplish their goals. The ultimate best leadership style is the one facilitate the understanding of which behaviour or group of behaviours that increases ability to predict subordinate's behaviours, in any given context.

Key words: *leadership style, leaders, leadership team, emotional leadership styles, specific leadership styles.*

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1. Introduction

According to John Gardner, "Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue

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objectives held by the leader or shared by the leader and his or her followers." If we accept that definition, then leadership style is the way in which that process is carried out.

Leaders' styles encompass how they relate to others within and outside the organization, how they view themselves and their position, and - to a very large extent - whether or not they are successful as leaders. If a task needs to be accomplished, how does a particular leader set out to get it done? If an emergency arises, how does a leader handle it? If the organization needs the support of the community, how does a leader go about mobilizing it? All of these depend on leadership style.

A leadership style is a leader's style of providing direction, implementing plans, and motivating people. There are many different leadership styles proposed by various authors, that can be exhibited by leaders in the political, business or other fields.

The leadership style of an organization has profound effects on the people within that organization, and on everything the organization does. Styles have to do with a leader's - and organization's - ideas of what leadership is and does. Possible conceptions include:

- *Exercising power*. Leadership is a matter of pursuing one's own ends. Asserting power over others is an end in itself, and symbolizes one's position as a leader.
- *Gaining and exercising the privileges of high status*. Leadership is about getting to the top, and being recognized as having the highest status.
- *Being the boss*. Leadership is overseeing the work of the organization by telling everyone what to do when, and rewarding or punishing as appropriate.
- *Task orientation*. Leadership is getting the job done - that's all that matters.
- *Taking care of people*. Leadership is looking out for those you lead, and making sure they get what they need.
- *Empowerment*. Leadership is helping those you lead gain power and become leaders.
- *Providing moral leadership*. The leader, by force of character and her own high standards, creates expectations and pulls others up to her level.

- *Providing and working toward a vision*. Leadership is the ability to envision a goal, and to motivate others to work with you toward that goal.

From a simplistic view point can define the leadership styles as a categorization of predominant personality traits of an individual. For that reason, there are as many styles of leadership as there are leaders, each with their strengths and weaknesses. From a practical stand point thought, it would not be realistic to define a leadership style for each individual and as a result researchers, scholars and writers have extrapolated the most common and prominent personality traits that they believe are responsible for ones leadership characteristic.

2. The leadership styles of Kurt Lewin

The first major study of leadership styles was performed in 1939 by psychologist Kurt Lewin who led a group of researchers to identify different styles of leadership. This early study has remained quite influential as it established the three major leadership styles:

- ✓ **Authoritarian or autocratic** - the leader tells his or her employees what to do and how to do it, without getting their advice
- ✓ **Participative or democratic** - the leader includes one or more employees in the decision making process, but the leader normally maintains the final decision making authority
- ✓ **Delegative or laissez-fair (free-rein)** - the leader allows the employees to make the decisions, however, the leader is still responsible for the decisions that are made.

Although good leaders use all three styles, with one of them normally dominant, bad leaders tend to stick with one style, normally autocratic.

1) *Authoritarian - Autocratic Leadership*

This style is used when leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers. Autocratic leaders make decisions without consulting their team members, even if their input would be useful. Some of the appropriate conditions to use this style is when you have all the information to solve the problem, you are short on time, and/or your employees are well motivated.

Some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats. This is not the authoritarian style, rather it is an abusive, unprofessional style called "bossing people around." It has absolutely no place in a leader's repertoire.

The authoritarian style should normally only be used on rare occasions, when you need to make decisions quickly, when there's no need for team input, and when team agreement isn't necessary for a successful outcome.

An authoritarian style of leadership may create a climate of fear, where there is little or no room for dialogue and where complaining may be considered futile. (Salin, D., Helge, H., 2010) It can be demoralizing, and it can lead to high levels of absenteeism and staff turnover. If you have the time and want to gain more commitment and motivation from your employees, then should use the participative style.

2) *Participative - Democratic Leadership*

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. (Foster, D. E., 2002) Democratic leaders make the final decisions, but they include team members in the decision-making process. They encourage creativity, and people are often highly engaged in projects and decisions. As a result, team members tend to have high job satisfaction and high productivity. However, the leader maintains the final decision making authority.

Using this style is not a sign of weakness, rather it is a sign of strength that your employees will respect. This is not always an effective style to use, though, when you need to make a quick decision.

This is normally used when you have part of the information, and your employees have other parts. A leader is not expected to know everything this is why you employ knowledgeable and skilled people. Using this style is of mutual benefit as it allows them to become part of the team and allows you to make better decisions.

So as you think about diversity and its effects in organizations during this tough economic time, recognize that the most robust practical value of diversity is that it challenges everyone in an organization. We are more thoughtful, and we recognize and utilize more of the information that we have at our disposal, when diversity is present. That is diversity's true value.

3) *Delegative - Laissez-faire Leadership*

Laissez-faire leadership style is where all the rights and power to make decisions is fully given to the worker. This was first described by Lewin, Lippitt, and White, along with the autocratic leadership and the democratic leadership styles. (Wren, K., 2013)

Laissez-faire leaders give their team members a lot of freedom in how they do their work, and how they set their deadlines. They provide support with

resources and advice if needed, but otherwise they don't get involved. In this style, the leader allows the employees to make the decisions. However, the leader is still responsible for the decisions that are made.

This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. This is not a style to use so that you can blame others when things go wrong, rather this is a style to be used when you fully trust and have confidence in the people below you. This autonomy can lead to high job satisfaction, but it can be damaging if team members don't manage their time well, or if they don't have the knowledge, skills, or self motivation to do their work effectively.

Usefulness of Lewin's framework

Lewin's framework is popular and useful, because it encourages managers to be less autocratic than they might instinctively be. A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation. Some examples include:

➢ Using an authoritarian style on a new employee who is just learning the job. The leader is competent and a good coach. The employee is motivated to learn a new skill. The situation is a new environment for the employee.

➢ Using a participative style with a team of workers who know their jobs. The leader knows the problem, but does not have all the information. The employees know their jobs and want to become part of the team.

➢ Using a delegative style with a worker who knows more about the job than you do. You cannot do and know everything and the employee needs to take ownership of her job! In addition, this allows you to be more productive.

➢ Using all three styles: Telling your employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input on creating a new procedure (participative). Delegating tasks in order to implement the new procedure (delegative).

3. Emotional leadership styles

Daniel Goleman, Richard Boyatzis, and Annie McKee detailed their emotional leadership styles in their book, "Primal Leadership". The theory highlights the strengths and weaknesses of six common styles:

- ✓ Visionary,
- ✓ Coaching,
- ✓ Affiliative,
- ✓ Democratic,
- ✓ Pacesetting and
- ✓ Commanding.

It also shows how each style can affect the emotions of your team members. The most effective leaders can move among these styles, adopting the one that meets the needs of the moment. They can all become part of the leader's repertoire.

1) Visionary

This style is most appropriate when an organization needs a new direction. Its goal is to move people towards a new set of shared dreams. "Visionary leaders articulate where a group is going, but not how it will get there - setting people free to innovate, experiment, take calculated risks," write Goleman and his coauthors.

2) Coaching

This one-on-one style focuses on developing individuals, showing them how to improve their performance, and helping to connect their goals to the goals of the organization. Coaching works best, Goleman writes, "with employees who show initiative and want more professional development." But it can backfire if it's perceived as "micromanaging" an employee, and undermines his or her self-confidence.

3) Affiliative

This style emphasizes the importance of team work, and creates harmony in a group by connecting people to each other. Goleman argues this approach is particularly valuable "when trying to heighten team harmony, increase morale, improve communication or repair broken trust in an organization." But he warns against using it alone, since its emphasis on group praise can allow poor performance to go uncorrected. "Employees may perceive", he writes, "that mediocrity is tolerated."

4) Democratic

This style draws on people's knowledge and skills, and creates a group commitment to the resulting goals. It works best when the direction the organization should take is unclear, and the leader needs to tap the collective

wisdom of the group. Goleman warns that this consensus-building approach can be disastrous in times of crisis, when urgent events demand quick decisions.

5) *Pacesetting*

In this style, the leader sets high standards for performance. He or she is "obsessive about doing things better and faster, and asks the same of everyone." But Goleman warns this style should be used sparingly, because it can undercut morale and make people feel as if they are failing. "Our data shows that, more often than not, pacesetting poisons the climate," he writes.

6) *Commanding*

This is classic model of "military" style leadership - probably the most often used, but the least often effective. Because it rarely involves praise and frequently employs criticism, it undercuts morale and job satisfaction. Goleman argues it is only effective in a crisis, when an urgent turnaround is needed. Even the modern military has come to recognize its limited usefulness.

4. Flamholtz and Randle's Leadership Style Matrix

First published in 2007, Flamholtz and Randle's Leadership Style Matrix shows the best style to use, based on how capable people are of working autonomously, and how creative or "programmable" the task is.

The matrix is divided into four quadrants - each quadrant identifies two possible styles that will be effective for a given situation, ranging from "autocratic/benevolent autocratic" to "consensus/laissez-faire."

5. Transformational Leadership

The leadership frameworks discussed so far are all useful in different situations, however, in business, "transformational leadership " is often the most effective style to use. Transformational leaders have integrity and high emotional intelligence. A transformational leader is a type of person in which the leader is not limited by his or her followers' perception.(Schultz, D., Schultz, S. E., 2008) He motivate people with a shared vision of the future, they communicate well. He is also typically self-aware , authentic , empathetic, and humble .

Leaders that follow the transformation style of leading, challenge and inspire their followers with a sense of purpose and excitement (Schultz, D., Schultz, S. E., 2010), because they expect the best from everyone, and they hold themselves accountable for their actions. They set clear goals, and they have good conflict-resolution skills . This leads to high productivity and engagement.

However, leadership is not a "one size fits all" thing; often, you must adapt your approach to fit the situation. This is why it's useful to develop a thorough

understanding of other leadership frameworks and styles; after all, the more approaches you're familiar with, the more flexible you can be.

6. **Specific Leadership Styles**

As well as understanding the frameworks that you can use to be a more effective leader, and knowing what it takes to be a transformational leader, it's also useful to learn about more general styles, and the advantages and disadvantages of each one. Let's take a look at some other styles of leadership that are interesting, but don't fit with any of the frameworks above.

1) Bureaucratic Leadership

Bureaucratic leaders follow rules rigorously, and ensure that their people follow procedures precisely. This is appropriate for work involving serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights), or with large sums of money. Bureaucratic leadership is also useful for managing employees who perform routine tasks. This style is much less effective in teams and organizations that rely on flexibility, creativity, or innovation.

2) Servant Leadership

A "servant leader is someone, regardless of level, who leads simply by meeting the needs of the team. The term sometimes describes a person without formal recognition as a leader. These people often lead by example. They have high integrity and lead with generosity. Their approach can create a positive corporate culture, and it can lead to high morale among team members.

Supporters of the servant leadership model suggest that it's a good way to move ahead in a world where values are increasingly important, and where servant leaders can achieve power because of their values, ideals, and ethics. However, others believe that people who practice servant leadership can find themselves "left behind" by other leaders, particularly in competitive situations. This style also takes time to apply correctly: it's ill-suited to situations where you have to make quick decisions or meet tight deadlines.

3) Transactional Leadership

This style starts with the idea that team members agree to obey their leader when they accept a job. The "transaction" usually involves the organization paying team members in return for their effort and compliance on a short - term task. The leader has a right to "punish" team members if their work doesn't meet an appropriate standard.

Transactional leadership is present in many business leadership situations, and it does offer some benefits. For example, it clarifies everyone's roles and responsibilities. And, because transactional leadership judges team members on

performance, people who are ambitious or who are motivated by external rewards - including compensation - often thrive.

The downside of this style is that, on its own, it can be chilling and amoral, and it can lead to high staff turnover. It also has serious limitations for knowledge-based or creative work. As a result, team members can often do little to improve their job satisfaction.

7. Conclusion

The frameworks and styles of leadership are based on several different approaches to leadership. All leadership styles can become part of the leader's repertoire. Leadership styles should be adapted to the demands of the situation, the requirements of the people involved and the challenges facing the organization.

Leader can have profound effects on an organization and its staff members, and can determine whether the organization is effective or not.

Leadership style depends on the leader's and organization's conception of what leadership is, and on the leader's choice of leadership methods. Depending how those fit together, a leader might adopt one of a variety styles, each reflected in the way the organization operates and the way its staff members relate to one another.

Leader can choose and develop leadership styles and skills by assessing own tendencies and talents; understanding the needs of the organization or initiative; observing others leaders and finding a mentor; believing in ourself, and being prepared to change. Leadership style is the manner and approach of providing direction, motivating people and achieving objectives. It is necessary to understand that it takes time to interact, learn, and share leadership responsibilities because it is part of learning to be a leader.

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