

# Leadership Styles and Frameworks You Should Know



# Problems to learn

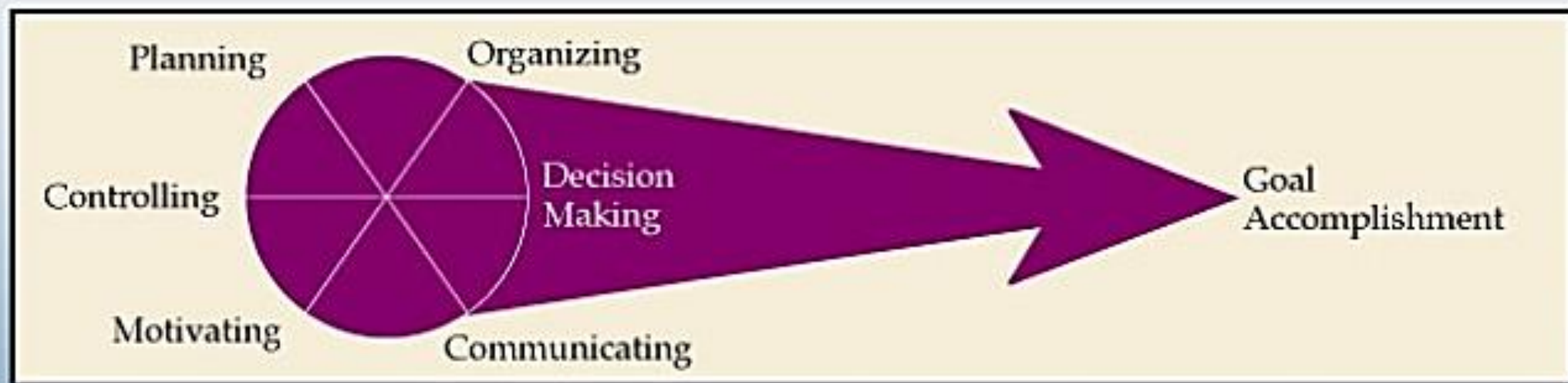
1. What is leadership.
2. Types of leadership' styles.
3. Case to solve



# What is Management?

- **Efficiency** is getting the most done with the fewest number of inputs
- **Effectiveness** is “doing the right thing.”
  - As an example, cooks do the right thing when they cook the food correctly according to the recipe and have it ready when needed.

# Key Management Functions Leading to Goal Accomplishment



# Who Are Managers?

- Managers are often classified into three levels:
  - **Front-line managers** are the lowest-level managers—they manage the work of line employees; they may also be called supervisors
  - **Middle managers** are akin to department heads—they fall between front-line managers and top management; they are responsible for short- to medium-range plans, they establish goals and objectives, and manage front-line managers
  - **Top managers** are responsible for making medium- to long-range plans and for establishing goals and strategies

# Managerial Skills

- Managers also need other major skills:
  - ***Conceptual skills*** enable top managers to view the corporation as a complete entity and understand how it is split into departments to achieve specific goals
  - ***Interpersonal*** - Managers need to lead, influence, communicate, supervise, coach, and evaluate employees' performances
  - ***Technical*** - Managers need to have the technical skills required to understand and use modern techniques, methods, equipment, and procedures

# Manager's Changing Role

- Today's successful manager takes more of a team leader/coach approach
- Managers wear a variety of hats, including:
  - Figurehead role
  - Leader role
  - Liaison role
  - Spokesperson role
  - Negotiator role

# Distinction Between Leadership and Management

- ***Managers***

- Working in the system
- React
- Control risks
- Enforce organizational rules
- Seek and then follow direction
- Control people by pushing them in the right direction
- Coordinate effort

- ***Leaders***

- Working on the system
- Create opportunities
- Seek opportunities
- Change organizational rules
- Provide a vision to believe in and strategic alignment
- Motivate people by satisfying basic human needs
- Inspire achievement and energize people



# Definitions of Leadership

- “Leading is the process by which a person with vision is able to influence the activities and outcomes of others in a desired way.”
- Leaders know what they want and why they want it—and they are able to communicate those desires to others to gain their cooperation and support

# Leadership

- Leaders can and do make a difference when measuring a company's success.
- Few groups can accomplish much without an individual who acts as an effective leader.
- The leader can and often does have a significant influence on the group and its direction

# Common Traits Among Leaders Include:

- High ego strength
- Strategic thinking ability
- Orientation towards the future
- Belief in principles of human behavior
- Strong connections
- Politically astute
- Know how to use power

# Leadership Traits

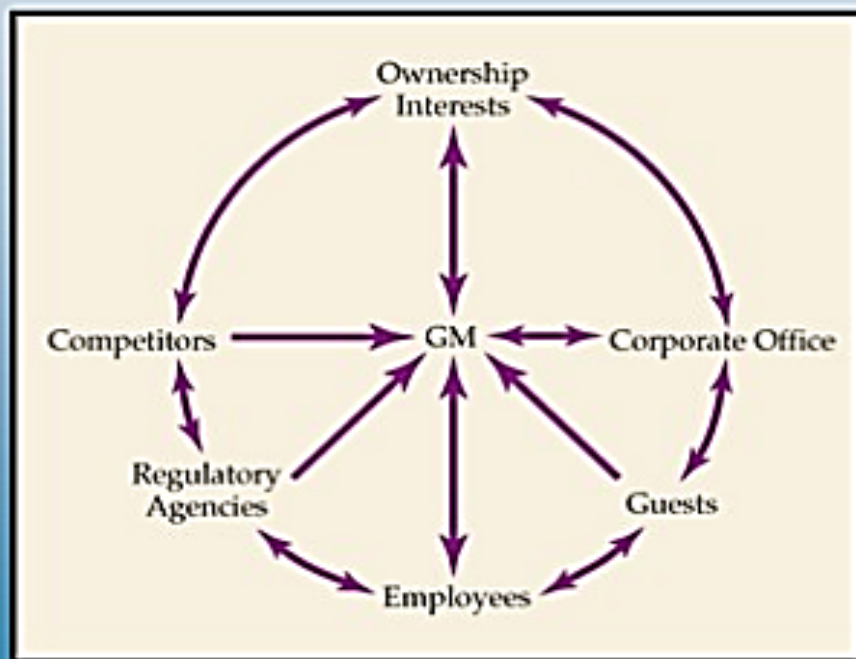
- Courage
- Decisiveness
- Dependability
- Endurance
- Enthusiasm
- Initiative
- Integrity
- Judgment
- Justice
- Knowledge
- Loyalty
- Tact
- Unselfishness

# Identifiable Practices Common to Leaders

- Challenge the process
- Inspire a shared vision
- Enable others to act
- Model the way
- Encourage the heart

# Demands Placed on Leaders

- Includes those made by owners, the corporate office, guests, employees, regulatory agencies, and competitors



# Essence of LEADERSHIP STYLES

A leadership style refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people. Great leaders can inspire political movements and social change. They can also motivate others to perform, create, and innovate.

As you start to consider some of the people who you think of as great leaders, you can immediately see that there are often vast differences in how each person leads. Fortunately, researchers have developed different theories and frameworks that allow us to better identify and understand these different leadership styles.



**Leadership styles** are classifications of how a person behaves while leading a group. Lewin's leadership styles are authoritarian (autocratic), participative (democratic), and delegative (laissez-faire).





# Authoritarian Leadership (Autocratic)

**Authoritarian leaders**, also known as *autocratic leaders*, provide clear expectations for what needs to be done, when it should be done, and how it should be done. This style of leadership is strongly focused on both command by the leader and control of the followers. There is also a clear division between the leader and the members. Authoritarian leaders make decisions independently, with little or no input from the rest of the group.

Researchers found that decision-making was less creative under authoritarian leadership. Lewin also concluded that it is harder to move from an authoritarian style to a democratic style than vice versa. Abuse of this method is usually viewed as controlling, bossy, and dictatorial.

Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group. The autocratic approach can be a good one when the situation calls for rapid decisions and decisive actions. However, it tends to create dysfunctional and even hostile environments, often pitting followers against the domineering leader.

## Benefits

- Allows for quick decision-making especially in stress-filled situations
- Offers a clear chain of command or oversight
- Works well where strong, directive leadership is needed

## Drawbacks

- Discourages group input
- Hurts morale and leads to resentment
- Ignores or impairs creative solutions and expertise from subordinates

# Participative Leadership (Democratic)

Lewin's study found that **participative leadership**, also known as *democratic leadership*, is typically the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin's study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a higher quality.

Participative leaders encourage group members to participate, but retain the final say in the decision-making process. Group members feel engaged in the process and are more motivated and creative. Democratic leaders tend to make followers feel like they are an important part of the team, which helps foster commitment to the goals of the group.

## Pros

- More ideas and creative solutions
- Group member commitment
- High productivity
- Improved group morale

## Cons

- Communication failures
- Poor decision-making by unskilled groups
- Minority or individual opinions overridden
- Potential security issues

# Delegative Leadership (Laissez-Faire)

Lewin found that children under **delegative leadership**, also known as *laissez-faire leadership*, were the least productive of all three groups. The children in this group also made more demands on the leader, showed little cooperation, and were unable to work independently.

Delegative leaders offer little or no guidance to group members and leave the decision-making up to group members. While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation.

Lewin noted that laissez-faire leadership tended to result in groups that lacked direction and members who blamed each other for mistakes, refused to accept personal responsibility, made less progress, and produced less work.

# Benefits

Like other types of leadership, the laissez-faire style has its advantages.

- **It encourages personal growth.** Because leaders are so hands-off in their approach, employees have a chance to be hands-on. This leadership style creates an environment that facilitates growth and development.
- **It encourages innovation.** The freedom given to employees can encourage creativity and innovation.
- **It allows for faster [decision-making](#).** Since there is no micromanagement, employees under laissez-faire leadership have the autonomy to make their own decisions. They are able to make quick decisions without waiting weeks for an approval process.

# Disadvantages

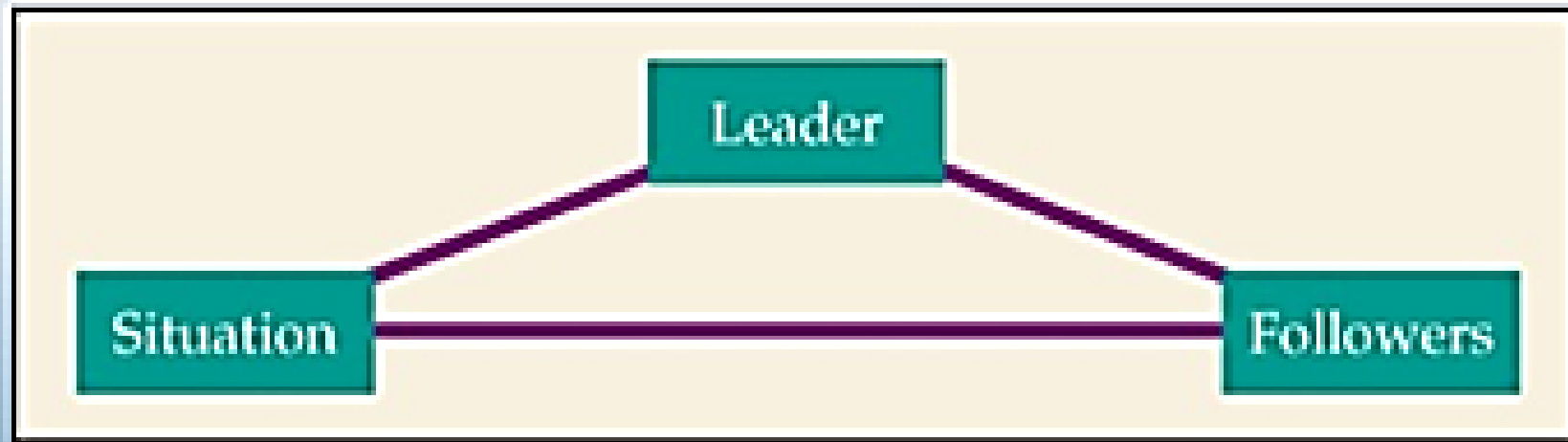
- **Lack of role clarity:** In some situations, the laissez-faire style leads to poorly defined roles within the group.<sup>[7]</sup> Since team members receive little to no guidance, they might not really be sure about their role within the group and what they are supposed to be doing with their time.
- **Poor involvement with the group:** Laissez-faire leaders are often seen as uninvolved and withdrawn, which can lead to a lack of cohesiveness within the group. Since the leader seems unconcerned with what is happening, followers sometimes pick up on this and express less care and concern for the project.
- **Low accountability:** Some leaders take advantage of this style as a way to [avoid responsibility](#) for the group's failures. When goals are not met, the leader can blame members of the team for not completing tasks or living up to expectations.
- **Passivity:** At its worst, laissez-faire leadership represents passivity or even an outright avoidance of true leadership. In such cases, these leaders do nothing to try to motivate followers, don't recognize the efforts of team members, and make no attempts at involvement with the group.

# Additional Leadership Styles and Models

## Transactional Leadership

- Process by which a leader is able to bring about desired actions from others by using certain behaviors, rewards, or incentives
- In essence, an exchange or transaction takes place between leader and follower
  - A hotel general manager who pressures the food and beverage director to achieve certain goals in exchange for a bonus is an example of someone practicing transactional leadership

# Transactional Leadership Model





# Transformational Leadership

- Eliciting performance above normal expectations
- Three important factors:
  - Charisma
  - Individual consideration
  - Intellectual stimulation

# Examples of Excellence in Leadership

- Dr. Martin Luther King, Jr.
- Herb Kelleher
- Bill Fisher
- Richard P. Mayer

## CASE STUDY for classifying the style of leadership (by Lewin). HOW TO SOLVE

- 1) Read the situations.
- 2) Compare the management styles described in situations with traditional leadership styles (authoritarian, democratic, liberal).
- 3) Explain your answer.

### Formatting:

- 1) Submit the completed task in the form of an essay.
- 2) The essay must indicate:
  - a) leadership styles; b) justification of the chosen management style; c) the advantages and disadvantages of each management style.
- 3) The essay must be completed in electronic form.
- 4) The maximum volume of the essay is 1-2 pages of A4 format, font 14, Times New Roman.

### Evaluation criteria (0-8 points):

1. The essay contains all the necessary points. Reasoned answers with explanations are given (0-7 points).
  2. The essay contains all the necessary points. Short answers given (4 points)
- The essay does not contain all the points. Short answers given (3-2 points)
3. The design meets the requirements (1 point).

# CASE STUDY for classifying the style of leadership (by Lewin)

## Situation 1.

Henry Ford was well known to all employees of the enterprise, regardless of the division. The head of a huge company did not have his own office, he constantly walked around and watched what was happening in the plant, the design bureau. This allowed him to control every decision made at the plant. He memorized all the workers with whom he met, and, at a meeting, he always greeted them and called them by name.

## Situation 2.

Steve Jobs, one of the founders of Apple, believed that the main thing for an organization is to find and retain the right people. The main way to retain employees is the trust to solve problems on their own. Apple staff work in a variety of autonomous teams that are personally overseen by the CEO: team leaders meet weekly with management to report on progress and ask for advice.

## Situation 3.

The Google team is world famous for its unique working conditions, which attract a large number of young and talented applicants. It doesn't matter what time you come to work, how much time you spend at the computer or in numerous cafes of the company - the main thing is that the task is completed efficiently and on time.