

Leadership Styles

Autocratic Leadership

Autocratic leadership is an extreme form of transactional leadership, where leader has absolute power over his or her employees or team. Employees and team members have little opportunity for making suggestions, even if these would be in the team or organization's interest.

Most people tend to resent being treated like this. Because of this, autocratic leadership usually leads to high levels of absenteeism and staff turnover. For some routine and unskilled jobs, the style can remain effective where the advantages of control outweigh the disadvantages.

Charismatic Leadership

A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward. However, a charismatic leader tends to believe more in him- or herself than in their team. This can create a risk that a project, or even an entire organization, might collapse if the leader were to leave: In the eyes of their followers, success is tied up with the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long-term commitment from the leader.

Democratic Leadership or Participative Leadership

Although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, such as the promotion they desire, and so are motivated to work hard by more than just a financial reward.

As participation takes time, this approach can take more time, but often the end result is better. The approach can be most suitable where team working is essential, and quality is more important than speed to market or productivity.

Laissez-faire Leadership

This French phrase means "leave it be" and is used to describe a leader who leaves his or her colleagues to get on with their work. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly. Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters. Unfortunately, it can also refer to situations where managers are not exerting sufficient control.

People-Oriented Leadership or Relations-Oriented Leadership

The style of leadership is the opposite of task-oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leader's team. A participative style, it tends to lead to good teamwork and creative collaboration.

In practice, most leaders use both task-oriented and people-oriented styles of leadership.

Servant Leadership

This term, coined by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a "servant leader".

In many ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making.

Supporters of the servant leadership model suggest it is an important way ahead in a world where values are increasingly important, in which servant leaders achieve power on the basis of their values and ideals. Others believe that in competitive leadership situations, people practicing servant leadership will often find themselves left behind by leaders using other leadership styles.

Task-Oriented Leadership

A highly task-oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor. However, as task-oriented leaders spare little thought for the well-being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff.

Transactional Leadership

This style of leadership starts with the idea that team members agree to obey their leader totally when they take on a job: the “transaction” is (usually) that the organization pays the team members in return for their effort and compliance. You have a right to “punish” the team members if their work doesn’t meet the pre-determined standard.

Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively a transactional leader could practice “management by exception”, whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met.

Transactional leadership is really just a way of managing rather a true leadership style as the focus is on short-term tasks. It has serious limitations for knowledge-based or creative work, but remains a common style in many organizations.

Transformational Leadership

A person with this leadership style is a true leader who inspires his or her team constantly with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They don’t necessarily lead from the front, as they tend to delegate responsibility amongst their team. While their enthusiasm is often infectious, they generally need to be supported by “details people”.

In many organizations, both transactional and transformational leadership are needed. The transactional leaders ensure that routine work is done reliably, while the transformational leaders look after initiatives that add value.

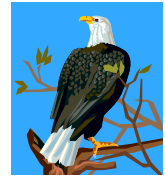
Using the Right Style – Situational Leadership

While the Transformation Leadership approach is often highly effective, there is no one “right” way to lead or manage that suits all situations. To choose the most effective approach for you, you must consider:

- The skill levels and experience of your team
- The work involved (routine or new and creative)
- The organizational environment (stable or radically changing, conservative or adventurous)
- You own preferred or natural style.

A good leader will find him- or herself switching instinctively between styles according to the people and work they are dealing with. This is often referred to as “**situational leadership**”. For example, the manager of a small factory trains new machine operatives using a bureaucratic style to ensure operatives know the procedures that achieve the right standards of product quality and workplace safety. The same manager may adopt a more participative style of leadership when working on production line improvement with his or her team of supervisors.

(adapted from www.mindtools.com)



Leadership Self-Assessment

Many people, from Hippocrates to Carl Jung, have studied personality types. Peter Urs Bender has developed a short personality analysis checklist based on the work of these theorists to help us better understand our leadership style.

Take a few minutes to complete the following assessment. In the following lists, underline those words or phrases that describe you *best* in a work situation. Total your score for each group of words.

A Reserved, uncommunicative, cool, cautious, impersonal, guarded, businesslike, seems difficult to get to know, disciplined attitudes, formal speech, rational decision-making, strict, demanding of self, disciplined about time, uses facts, formal dress, measured actions.

Total Score: _____

B Take-charge attitude, competitive, tends to use power, fast actions, risk-taker, directive, aggressive, strong opinions, makes statements, firm handshake, loud voice, initiator, clear idea of needs, excitable, expressive voice, takes social initiative, quick pace.

Total Score: _____

C Communicative, open, warm, approachable, friendly, fluid attitudes, informal speech, undisciplined about time, easy-going with self, impulsive, emotional decision-making, seems easy to get to know, informal dress, dramatic opinions, uses opinions, permissive, personal.

Total Score: _____

D Slow pace, flat voice, calm, helper, unclear about what is needed, moderate opinions, asks questions, tends to avoid use of power, deliberate actions, lets others take social initiative, risk-avoider, quiet, supportive, cooperative, soft-spoken, indifferent handshake, go-along attitude.

Total Score: _____

1. Write your total scores below:

A = _____ **C** = _____

B = _____ **D** = _____

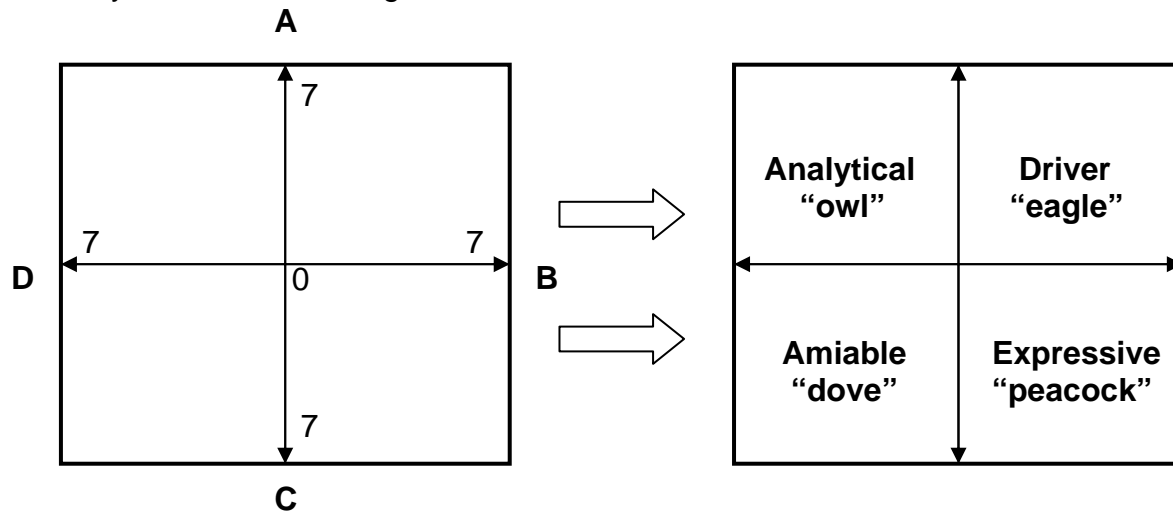
2. Determine which word groupings are larger and by how much:

A vs C: Which is larger? _____
By how many points? _____

B vs D: Which is larger? _____
By how many points? _____



3. Plot your results on the grid below:



<p>The Analytical</p> <ul style="list-style-type: none"> • Wants to know “how” things work • Wants to be accurate, and have accuracy from others • Values numbers, statistics, ideas • Loves details <p>Tips:</p> <ul style="list-style-type: none"> • Speak more and smile more • Show appreciations and personal interest • Relax: share information and be open to others • Remember: enthusiasm won’t kill you 	<p>The Driver</p> <ul style="list-style-type: none"> • Wants to know “what” (what this will do for me/the group) • Wants to save time • Values results • Loves being in control, in charge <p>Tips:</p> <ul style="list-style-type: none"> • Slow down with “slow” people • Take time to listen to the ideas of others • Hold back from dominating; relinquish some control • Show more patience and act more relaxed
<p>The Amiable</p> <ul style="list-style-type: none"> • Wants to know “why” (why am I doing this?) • Wants to build relationships • Loves to give others support and attention • Values suggestions from others <p>Tips:</p> <ul style="list-style-type: none"> • Speed up with “fast” people • Talk more, listen less • Take control occasionally; be assertive • Take some risks 	<p>The Expressive</p> <ul style="list-style-type: none"> • Wants to know “who” (who else is involved?) • Values appreciation, applause • Loves social situations and parties • Likes to inspire others <p>Tips:</p> <ul style="list-style-type: none"> • Listen more; slow down, relax • Write things down; set specific goals • Check details and stay calm • Learn to concentrate



Source: Peter Urs Bender (2002) *Leadership from Within*. Toronto: The Achievement Group.

Two Key Leadership Dimensions

Task orientation

The leadership skills, practices and attitudes which focus on the job or task to be performed rather than the interpersonal aspect of leadership.

- Adaptability to the situation – effective leaders size up the situation and choose tactics based on the circumstances at hand
- Direction setting – creating a vision and strategy
- High performance standards – holding group members to high standards
- Risk taking and bias for action – making decisions, developing an action plan and taking action
- Ability to interpret conditions – internal and external conditions that affect the group and group objectives
- Frequent feedback – giving group members feedback on their performance regularly
- Stability of performance – steadiness of leader under pressure and change



Relationship orientation

The leadership skills, practices and attitudes which focus on influencing people and the quality of interpersonal relationships.

- Alignment of people – leader must get people to pull together, uniting people under common vision
- Mobilization of people – getting individuals with complementary skills working together, fostering cooperation
 - Concert building – like a conductor, the successful leader creates a team that self-evaluates and self-corrects
 - Inspiration – promoting the development of people's talents, recognizing contributions, building enthusiasm
 - Satisfaction of human needs (eg. belonging, self-esteem, recognition) – leaders motivate and energize their team by satisfying these higher-order needs whereas a manager would push people in a certain direction using control mechanisms
 - Providing meaning for people – explaining to team members how their work will benefit others
 - Emotional support and encouragement
 - Promotion of principles and values



Research and experience shows that in most leadership situations, leaders need to emphasize both attitudes if they want to be successful!

Source: Andrew DuBrin. (1998) *Leadership: Research, Findings, Practice, and Skills*. Boston: Houghton Mifflin Company.

Rate the Leaders

Scale: 0 = not a leader

10 = great leader

Oprah Winfrey

Pierre Trudeau

Rene Levesque

Bill & Melinda Gates

Bono

Margaret Thatcher

Tony Blair

Ralph Klein

Adolf Hitler

Nelson Mandela

Michaëlle Jean

Rudy Giuliani

Rate the Leaders

Individually, rate the following leaders from zero (0) to ten (10), where zero indicates poor leadership ability and ten indicates great leadership.

Oprah Winfrey

Bono

Bill and Melinda Gates

Ralph Klein

Adolf Hitler

Nelson Mandela

Rudy Giuliani

Stephen Harper

Marin Luther King Jr.

Mother Teresa

Saddam Hussein

David Suzuki

Discuss your ratings with the person next to you offering reasons why you think some leaders are 'poor' while others are 'great'.

Characteristics of Admired Leaders

In small groups, discuss which of the following characteristics are most desirable in a leader. As a group, choose your top four qualities.

Honest

Forward-looking

Competent

Inspiring

Intelligent

Fair-minded

Broad-minded

Supportive

Straightforward

Dependable

Cooperative

Determined

Imaginative

Ambitious

Courageous

Caring

Mature

Loyal

Self-controlled

Independent