LEADERSHIP STYLES

Unit-III

styles of Leadership

- Autocratic /directive Leadership
- Laissez-Faire Leadership
- Transactional Leadership
- Transformational Leadership
- Bureaucratic Leadership
- Charismatic Leadership
- Participative /democratic Leadership
- Supportive Leadership
- Achievement Oriented Leadership

Autocratic style of leadership

advantages

- Quick decisions , centralized control

- Well-developed skills can be applied

- Direct control , Best for crisis management

- Suitable to manage inexperienced & incompetent subordinates

- Offers consistency in goals & procedures

disadvantages

- Low motivation when leader makes all the decisions

- Less scope for developing creative potential of people

- Subordinates avoids responsibility

- One-way communication lead to misunderstanding

- Subordinates depends on leaders and it is difficult to adapt to change

Laissez-faire or free-rein leadership style

advantages

- Working independently can be motivational for some people
- May encourage suggestions , creativity & innovations
- Group is flexible and can adapt quickly to change
- Open and direct communication for self expression

disadvantages

- Activities may suffer owing to lack of coordination
- Group objectives may be ignored and individual objectives may dominate
- Lack of control may lead to disruptive behavior
- Individuals may go their own ways resulting in confusion and chaos

Participative or democratic style

advantages

- Motivates people to do better
- Knowledge & experience can be used in decision-making
- Individual abilities are developed by participation
- Members feel more committed to group goals
- Members develops healthy attitudes towards the leader

disadvantages

- People may dominate or make disruptive contribution
- Time consuming, quick decisions can not be made
- Participation can be used as a tool to 'passing the blame'.
- Decisions get diluted , when attempts are made to please everyone
- Participation may be viewed as a sign of inefficiency

Managerial Grid Model of Leadership

- Developed by R. R. Blake and J. S. Mouton, the Managerial Grid Model helps Managers to analyze their leadership styles through a technique known as grid training

- The two dimensions of leadership, viz. concern for people on 'vertical' axis and concern for production on the 'horizontal' axis have been demonstrated by R. R. Blake and J. S. Mouton in the form of Managerial Grid Model.

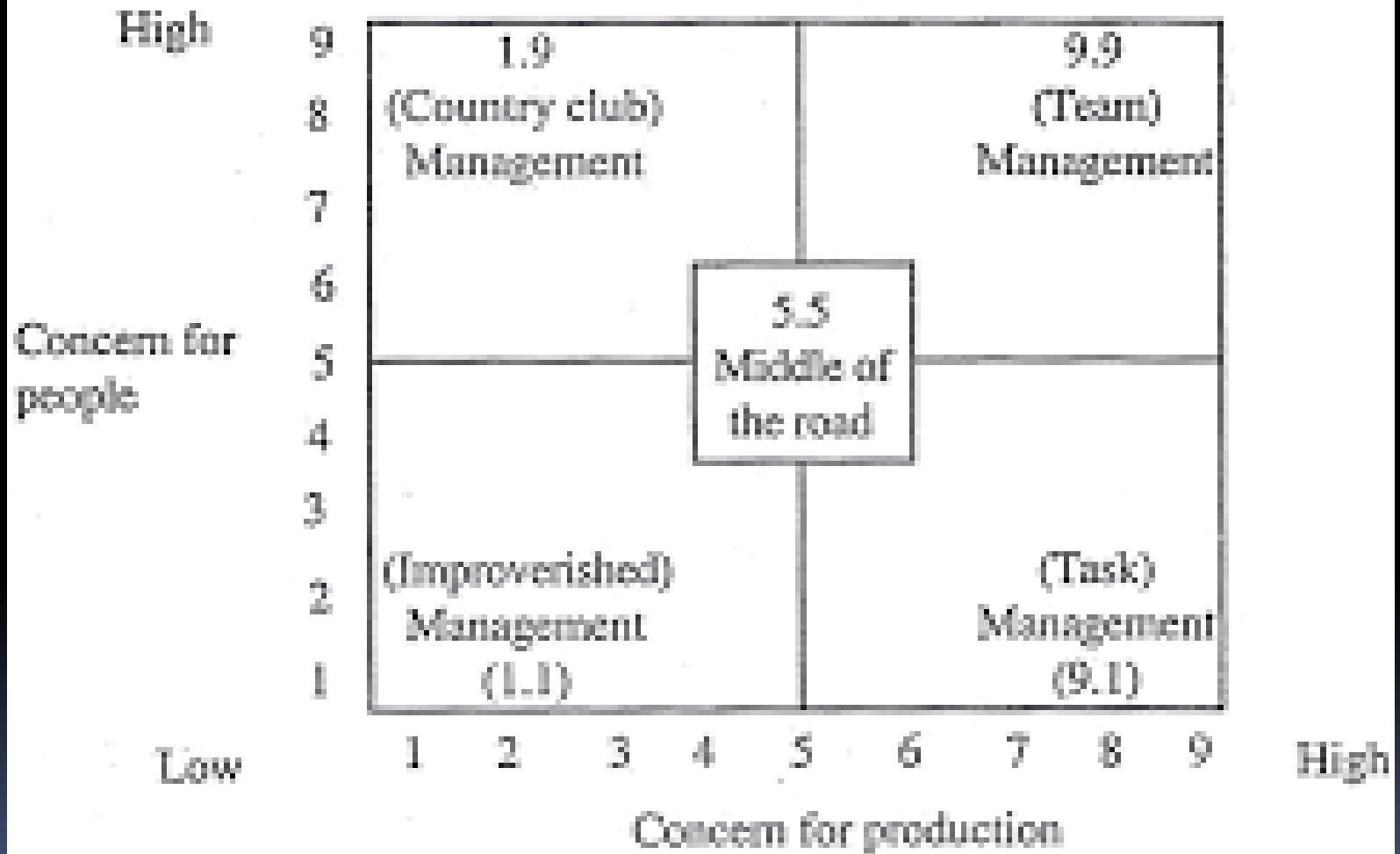# Blake Mouton Managerial Grid:
Five Leadership Styles

STYLE	FEATURES	CONCERN FOR PEOPLE	CONCERN FOR TASK
Impoverished Management	Laissez-faire style; minimal effort on management; hoping to avoid blame for errors	1	1
Country Club Management	Focus on creating safe, comfortable working environment; minimal conflict	9	1
Task Management	Autocratic style, consistent with McGregor Theory X. Workers have to complete tasks – nothing else	1	9
Team Management	Staff closely involved in decision-making & feel valued; consistent with McGregor Theory Y	9	9
Middle of the Road Management	Compromises made to achieve acceptable performance; thought to be the less effective leadership style	5	5

Managerial Grid Model is based on two behavioral dimensions:

- Concern for people: This is the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task.

- Concern for production: This is the degree to which a leader emphasizes concrete objectives, organizational efficiency, and high productivity when deciding how best to accomplish a task.

- As shown in the figure, the model is represented as a grid with concern for production as the X-axis and concern for people as the Y-axis; each axis ranges from 1 (Low) to 9 (high).

Leadership grid/managerial grid

High · 9 — 1.9 (Country club) Management · · · · 9.9 (Team) Management
8
7
6
Concern for people · 5 · 5.5 Middle of the road
4
3
(Improverished) Management (1.1) · 2 · · · (Task) Management (9.1)
1

Low · 1 · 2 · 3 · 4 · 5 · 6 · 7 · 8 · 9 · High

Concern for production

- The five resulting leadership styles are as follows

- **(1,9) Country Club Style Leadership High People and Low Production**

  (1,9) Country Club Style Leadership style of leader is most concerned about the needs and the feelings of members of his or her team.

  (9,1) Produce or Perish Leadership- High Production and Low People

  (9,l) Produce or Perish Leadership management style is characterized by a concern for production as the only goal.

- **(1,1) Impoverished Leadership-Low Production and Low People:**

- (1,1) Impoverished Leadership is a delegate-and-disappear management style and a lazy approach. The manager shows a low concern for both people and production.

- **(5,5) Middle-Of-The-Road Leadership-Medium Production and Medium People**

- (5,5) Middle-Of-The-Road Leadership is a kind of realistic medium without ambition. It is a balanced and compromised style.
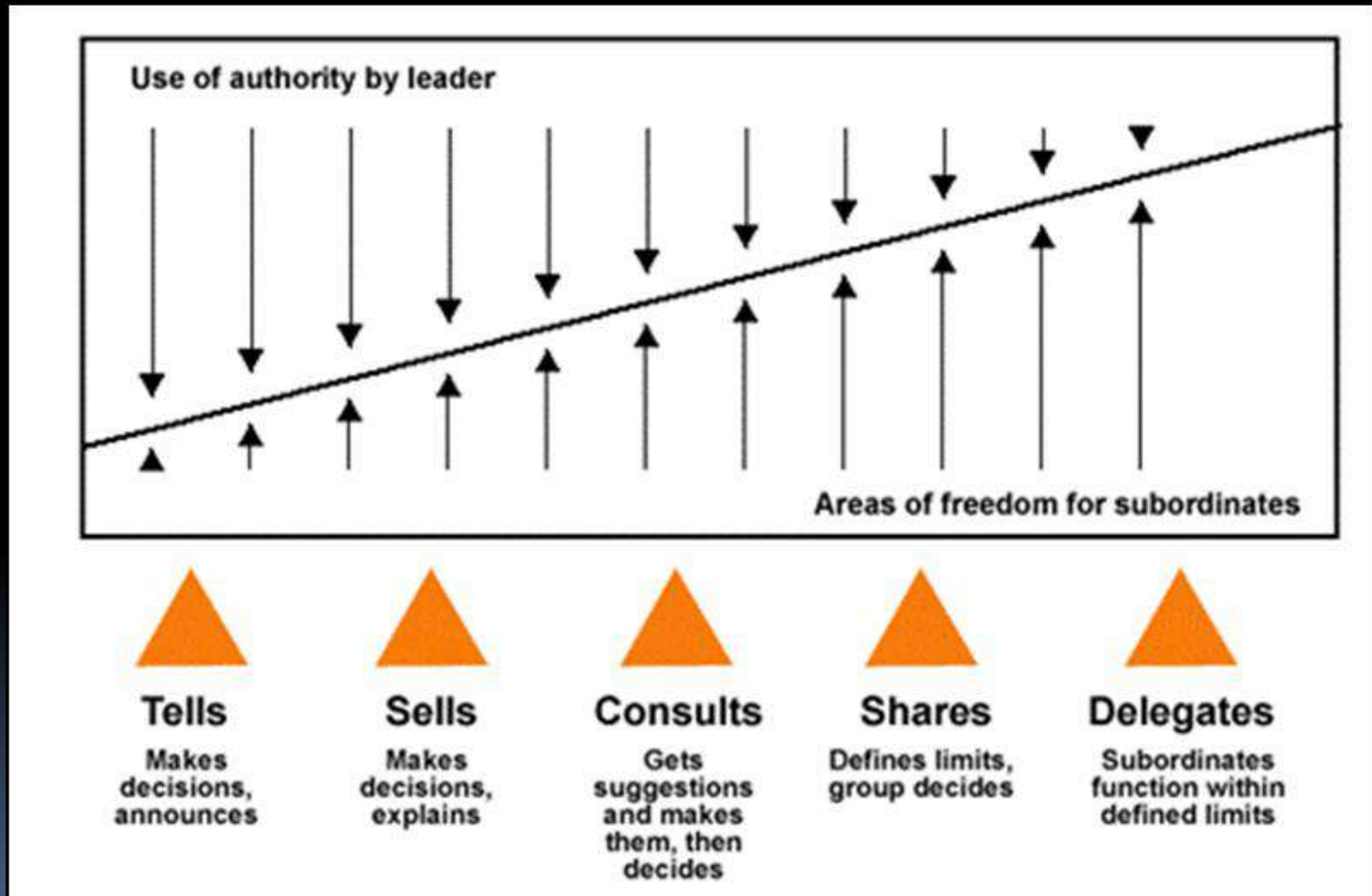
- **(9,9) Team Leadership-High Production and High People**
- At (9,9) Team Leadership, the manager pays high concern to both people and production. Motivation is high. This soft style is based on the propositions of Theory Y of Douglas McGregor.

Continuum of Leadership Behaviour

- The leadership continuum was originally written in 1958 by Tannenbaum and Schmidt and was later updated in the year 1973.

- Their work suggests a continuum of possible leadership behavior available to a manager and along which many leadership styles may be placed.

- The continuum presents a range of action related to the degree of authority used by the manager and to the area of freedom available to non-managers in arriving at decisions. A broad range of leadership styles have been depicted on the continuum between two extremes of autocratic and free rein.

Continuum of Leadership Behaviour

Use of authority by leader

Areas of freedom for subordinates

Tells
Makes decisions, announces

Sells
Makes decisions, explains

Consults
Gets suggestions and makes them, then decides

Shares
Defines limits, group decides

Delegates
Subordinates function within defined limits

- A manager is characterized according to degree of control that is maintained by him. According to this approach, four main styles of leadership have been identified:

- Tells: The manager identifies a problem, chooses a decision, and announces this to subordinates. The subordinates are not a party to the decision making process and the manager expects them to implement his decisions as soon as possible.

- Sells: The decision is chosen by the manager only but he understands that there will be some amount of resistance from those faced with the decision and therefore makes efforts to persuade them to accept it.

- Consults: Though the problem is identified by the manager, he does not take a final decision. The problem is presented to the subordinates and the solutions are suggested by the subordinates.

- Joins: The manager defines the limits within which the decision can be taken by the subordinates and then makes the final decision along with the subordinates.

- According to Tannenbaum and Schmidt, if one has to make a choice of the leadership style which is practicable and desirable, then his answer will depend upon the following three factors:

- Forces in the Manager: The behavior of the leader is influenced by his personality, background, knowledge, and experience. These forces include:

- Value systems
- Confidence in subordinates
- Leadership inclinations
- Feelings of security in an uncertain situation

- Forces in the subordinate: The personality of the subordinates and their expectations from the leader influences their behavior. The factors include:
- Readiness to assume responsibility in decision-making
- Degree of tolerance for ambiguity
- Interest in the problem and feelings as to its importance
- Strength of the needs for independence
- Knowledge and experience to deal with the problem
- Understanding and identification with the goals of the organization

- If these factors are on a positive side, then more freedom can be allowed to the subordinate by the leader.
- Forces in the situation: The environmental and general situations also affect the leader's behavior. These include factors like:
- Type of organization
- Group effectiveness
- Nature of the problem
- Time pressure

Entrepreneurial Leadership

- entrepreneurial leadership involves organizing and motivating a group of people to achieve a common objective through innovation, risk optimization, taking advantage of opportunities, and managing the dynamic organizational environment.

Characteristics of entrepreneurial leadership

- 1. Communication skills
- 2. Vision
- 3. Supportive
- 4. Self-belief
- 5. Shares success
- 6. Involved
- 7. Create an atmosphere conducive to growth
- 8. Honesty
- 9. Perseverance
- 10. Learning

'ENTREPRENEURIAL LEADERSHIP'

Visionary

Communication Influence

Manage change

Team player Motivate

ENTREPRENEURIAL LEADERSHIP SKILLS

Deal with ambiguity

Build Confidence & Trust

Firm but Fair

Flexible but Consistent

SuperLeadership

- **Leading others to lead themselves**
  - Develop leadership capacity in others
  - Nurture employees so they feel less dependent on formal leadership
    - Emphasize delegation
    - Empower employees
  - Empowerment: giving employees responsibility for what they do

Benefits of super leadership

- High team performance and flexibility

- High follower development and self-confidence

- High team creativity and innovation

- High long-term performance

- High ability of the team to work independently in absence of leader

Super Leadership

- A super leader is someone who leads others to lead themselves.

- Productive thinking is the corner stone of super leadership.

- It requires practicing self-leadership oneself and modeling it for others.

- Super leadership has the potential to free up manager's time, because employees are encouraged to manage themselves.

- The four main goals of superleadership are as follows:

- developing environments that promote positive attitudes

- enabling employees to set personal goals

- encouraging observation and comment amongst subordinates

- encouraging members of a group to support and motivate one another]

Superleadership

- Superleader go a step beyond transformational and charismatic leaders by helping workers discover and maximize their abilities.

- They empower, and emphasis self-leadership in all employees.

- They reinforce self-leadership and reprimand competing behaviors.

- Should be coupled with supportive culture, work teams, design of work, and reward systems.
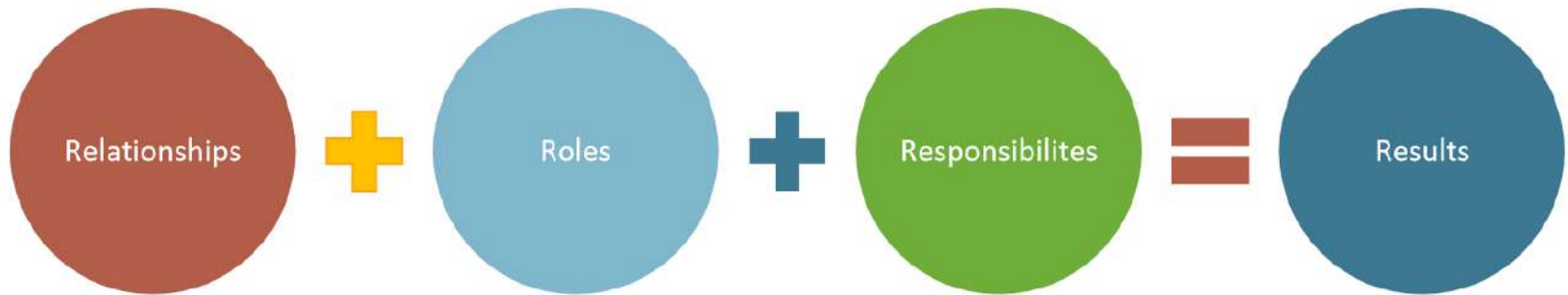
Transactional VS transformational leadership

- Transactional Leadership
- Transactional leadership promotes compliance with existing organizational goals and performance expectations through supervision and the use of rewards and punishments. Transactional leaders are task- and outcome-oriented. Especially effective under strict time and resource constraints and in highly-specified projects, this approach adheres to the status quo and employs a form of management that pays close attention to how employees perform their tasks.

- Transformational Leadership
- Transformational leadership focuses on increasing employee motivation and engagement and attempts to link employees' sense of self with organizational values. This leadership style emphasizes leading by example, so followers can identify with the leader's vision and values. A transformational approach focuses on individual strengths and weaknesses of employees and on enhancing their capabilities and their commitment to organizational goals, often by seeking their buy-in for decisions.

Transformational vs. Transactional Leadership

Transactional

- Clarify tasks
- Initiate structure
- Provide awards
- Improve productivity
- Hard working
- Tolerant & fair-minded
- *Focus on management*

Transformational

- Innovative
- Recognize follower needs
- Inspire followers
- Create a better future
- Promote significant change

27

Transactional vs. Transformational

- Transactional leaders are those who guide their followers toward established goals by clarifying role and task requirements.

- Transformational leaders inspire their followers to transcend their own self-interests for the good of the organization and are capable of having a profound and extraordinary effect on followers.

Transactional VS transformational leadership

Ethical leadership

- "Ethics must begin at the top of an organisation. It is a leadership issue and the chief executive must set the example." – Edward Hennessy

Situational ethics

- The 'right' action is dependent on the context of the situation. This means that the right action might be wrong in another context.

- As an example, you might be right to lie to someone when they ask your opinion, even though lying in other situations would be considered ethically wrong.

Cultural relativism

- Culture determines what is 'right' and it isn't correct to judge other cultures based on one's own culture. What is accepted and ethical in one culture might not be so in another.

- A modern example is the question of animal slaughter, which in certain cultures follows a strict cultural or religious code, which might seem wrong to a Westerner.

Professional ethics

- The right is determined by a code of ethics of a specific profession and people in the profession should follow these.

- The code of ethics, or the Hippocratic Oath, is a good example of professional ethics.

Value-based ethics

- A person's personal values should guide their behavior.

- Everyone has a set of values, which they should use to determine the 'right' and 'wrong'. You should always follow your inner voice when judging your own actions.

Rule-based ethics

- The rules of specific group or organization determine what is right. These include the society's rules, religion's rules and an organization's rules.

- An organization might give a guidebook that determines which behaviors are acceptable when dealing with customers, for example.

Fairness-based ethics

- The 'right' actions and behaviors are determined by their fairness. Everyone should be treated fairly and equally.
- Generally, uses the 'golden rule' as the guiding practice. Ethical behavior is anything that doesn't discriminate others.

Ethics based on general principles

- Assumption that there are generally accepted principles, which guide human behavior and therefore, determine what is right.

- As an example, the 'right' actions might occur when you put the greater good ahead of personal interest and try avoiding harming other people.

- people use four common questions for determining the ethics of an action. These are:

- The child on your shoulder. Are you OK for doing the action, even if your children are watching?
- The front paper story. Would you feel OK if the action/behavior became the front-page story in your local newspaper?
- The golden rule. Are you comfortable for being on the receiving end of this action or decisions?
- The rule of universality. Would it be OK if everyone in the world would behave or act that way?

ELEMENTS OF ETHICAL LEADERSHIP

- There are three core components of the ethical leadership framework:

- Internal uniformity – Different elements within the organization must be ethically consistent and not have contradictions.

- Proactivity – The framework should tell people what to do, instead of outlining the things you shouldn't do. Ethical leadership framework looks forward and acts pre-emptively.

- Vigour –The framework is regularly re-examined and updated according to the needs of the organization and the subordinates. In short, the framework is dynamic instead of a static system.