

Leadership and Leadership Styles

Leadership - what is it?

“influencing people so that they will strive willingly towards the achievement of group goals” ¹

¹ Koontz, H. and C. O'Donnell. “Management: A System of Contingency Analysis of Managerial Functions”. McGraw-Hill, New York, 1976.

How important is a leader?

- In most cases, people will perform at about 60% of their potential with no leadership at all
- Thus, an additional 40% can be realized if effective leadership is available

capability utilization

Contribution due to leadership
ability of manager

40%

Default contribution due to
need for a job, peer pressure, etc.

60%

WHAT LEADERSHIP IS

- ✓ Leadership is influencing people
- ✓ Leadership is getting people to work willingly; not grudgingly
- ✓ Leadership is achieving organisational goals; not just wielding power
- ✓ Leadership is building teams, creating cohesion and resolving conflict
- ✓ Leadership is mentoring, coaching, inspiring and motivating people

Leadership vs Management

Managers	Leaders
Implement vision & Strategy	Create vision
Control	Inspire
Maintain	Develop
Punish	Provide Emotional Support
Ask HOW ? and WHEN ?	Ask WHAT ? and WHY ?
Accept the status quo	Challenge the status quo
Do things right	Do the right things
Short term view	Long-term-view

APPROACHES TO LEADERSHIP

■ **TRAITS OR QUALITIES APPROACH**

- This approach assumes that leaderships are born not made.
- Thus, it consists of certain inherited characteristics or personality traits.
(charisma, Physical vitality and stamina, Intelligence and action-oriented judgment, Eagerness to accept responsibility, Task competence)

Traits/Qualities Approach cont.

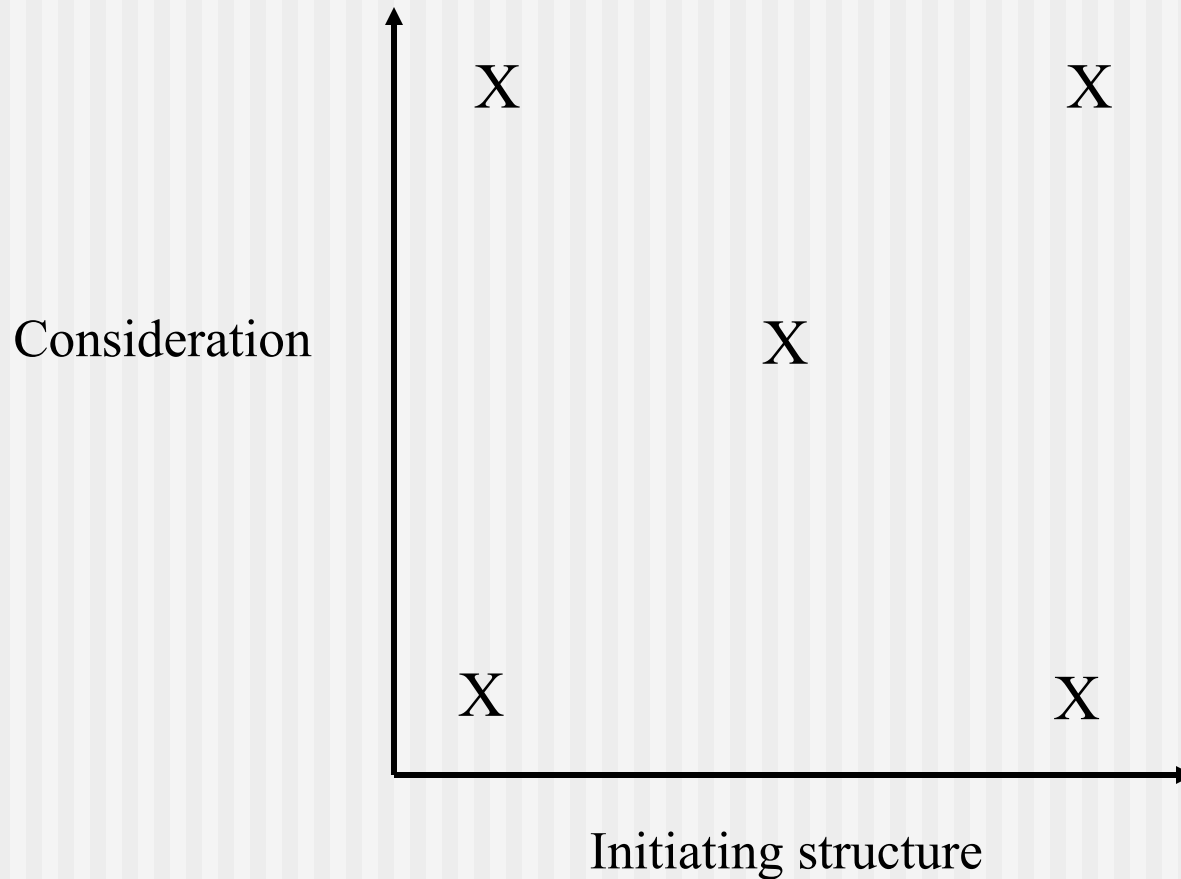
- Understanding of followers and their needs, Skill in dealing with people, Need for achievement, Capacity to motivate people, Courage and resolution
Trustworthiness, Decisiveness, Self-confidence, Assertiveness
- Adaptability/flexibility

LEADERSHIP AS A BEHAVIOURAL CATEGORY

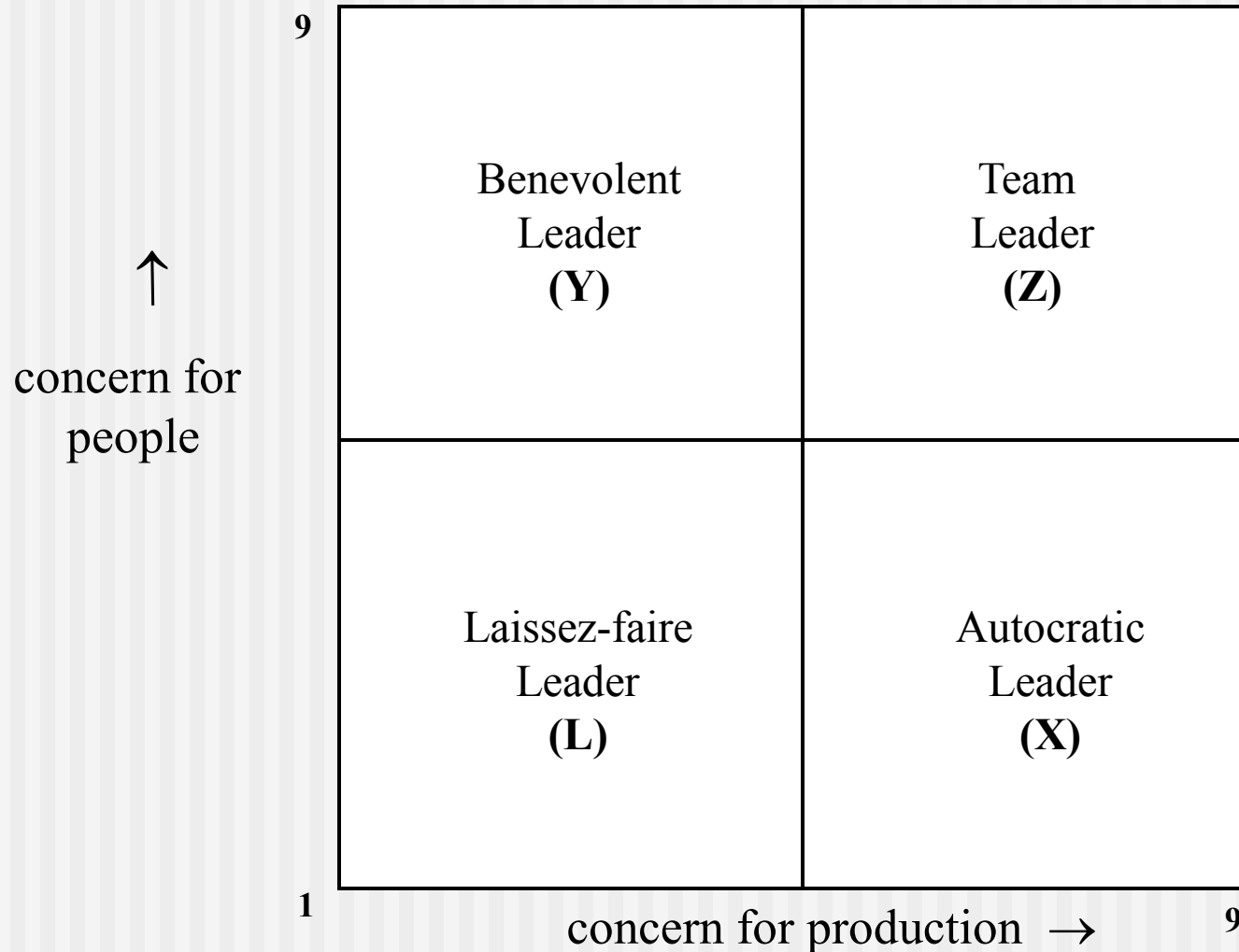
These can also be thought of as:

1. Initiating structure (get it done)
2. Consideration (human condition)

Styles of leadership



Styles of leadership



Which style of leadership works best?

- Team Leader (Z) has proven to be the *most effective* in general (9,9)
- Requires a “balancing act” of getting things done *and* having a genuine concern for people
- Certain special situations may require other styles (i.e. making the atom bomb)

Theory “L”: Laissez-faire leader

- Uninvolved - “leave them alone”
- Sees main role as passer of information
- Lets others make decisions
- Basically abdicates responsibility for team or unit

Theory “X”: Autocratic leader

- Lacks flexibility
- Controlling and demanding
- “carrot and stick” approach
- Focused solely on productivity

Theory “Y”: Benevolent leader

- Very people oriented; encouraging
- Organizes around people
- Can be paternalistic
- “country club” atmosphere: non-competitive

Theory “Z”: Team leader

- Balances production and people issues
- Builds a working team of employees
- Team approach: *involves* subordinates
- Organization is a *vehicle* for carrying out plans

Results of leadership styles

1. Theory L: “missing management”
 - Very low productivity
2. Theory X: “my way or the highway”
 - Job stress; low satisfaction; unions form
3. Theory Y: “country club”
 - Low achievement; good people leave
4. Theory Z: “good manager”
 - High productivity, cooperation, low turnover, employee commitment

Origins of leadership

Are leaders born or made?

- BOTH. Evidence that both inherent personality and environment are factors
- What kind of leader would you be?

Summary

- Learn to identify style of your manager
- If possible, seek a Theory Z environment
 - More common in recent years
- Get management training
- Inherent leadership styles *can* be changed, but takes effort