



LEADERSHIP STYLES

Improving Lives. Improving Texas.



Defining a Leader...

- ◆ Think of a leader that you worked for or observed...

What does this person do and what qualities does this person have that make you admire him or her as a leader?



Leadership Styles

- ◆ **Autocratic (Authoritarian)**
- ◆ **Bureaucratic**
- ◆ **Democratic**
- ◆ **Coercive**
- ◆ **Transactional**
- ◆ **Transformational**
- ◆ **Laissez-Faire**



Autocratic (Authoritarian)

- ◆ *Manager* retains power (classical approach)
- ◆ *Manager* is decision-making authority
- ◆ *Manager* does not consult employees for input
- ◆ *Subordinates* expected to obey orders without explanations
- ◆ Motivation provided through structured rewards and punishments



When to use Autocratic

- ◆ New, untrained employees
- ◆ Employees are motivated
- ◆ Employees do not respond to any other leadership style
- ◆ High-volume production needs
- ◆ Limited time for decision making
- ◆ Manager's power is challenged by an employee

Who are *Autocratic* Leaders?



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Bureaucratic

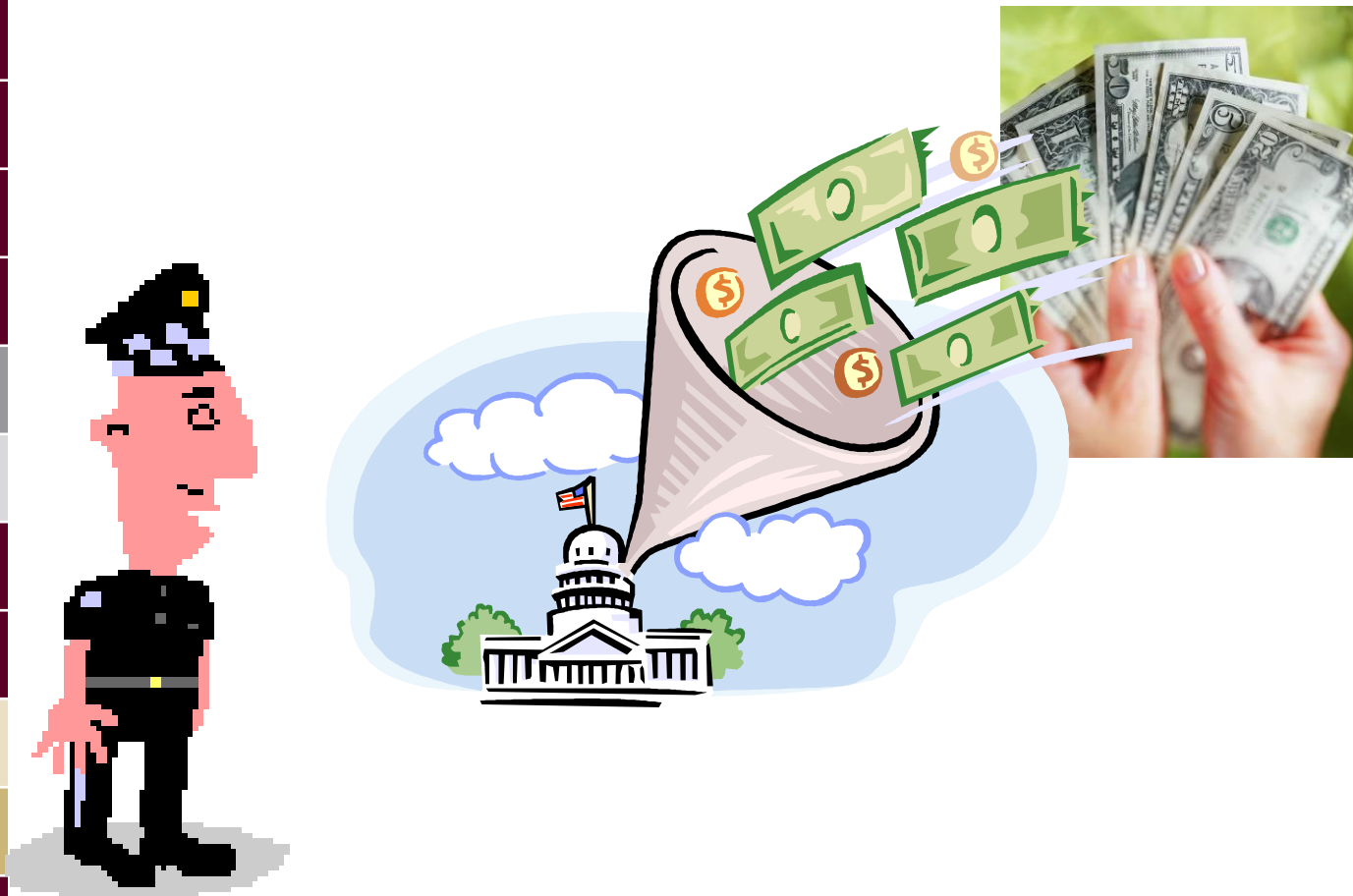
- ◆ Manager manages “by the book”
- ◆ Everything must be done according to procedure or policy
- ◆ If it isn’t covered by the book, the manager refers to the next level above him or her
- ◆ Police officer more than leader



When to use Bureaucratic

- ◆ Performing routine tasks
- ◆ Need for standards/procedures
- ◆ Use of dangerous or delicate equipment
- ◆ Safety or security training being conducted
- ◆ Tasks that require handling cash

Who are *Bureaucratic* Leaders?





Democratic

- ◆ Often referred to as participative style
- ◆ Keeps employees informed
- ◆ Shares decision making and problem solving responsibilities
- ◆ “Coach” who has the final say, but...
- ◆ Gathers information from staff members before making decisions



Democratic Continued

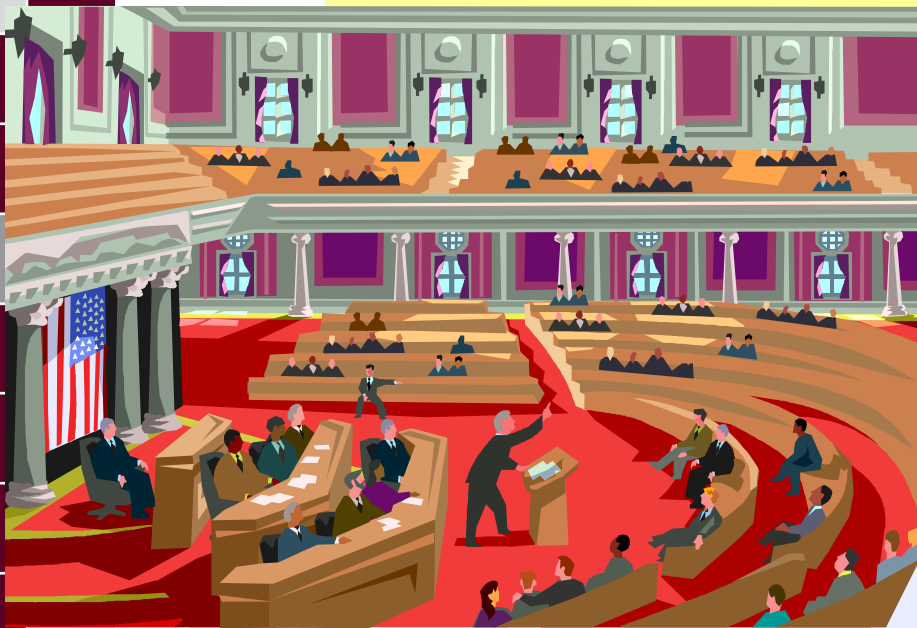
- ◆ Help employees evaluate their own performance
- ◆ Allows employees to establish goals
- ◆ Encourages employees to grow on the job and be promoted
- ◆ Recognizes and encourages achievement
- ◆ Can produce high quality and high quantity work for long periods of time



When to use *Democratic*

- ◆ To keep employees informed
- ◆ To encourage employees to share in decision-making and problem-solving
- ◆ To provide opportunities for employees to develop a high sense of personal growth and job satisfaction
- ◆ Complex problems that require a lots of input
- ◆ To encourage team building and participation.

Who are *Democratic* Leaders?



◆ **The ear of the leader must ring with the voices of the people.**

Woodrow Wilson





Coercive

- ◆ Power from a person's authority to punish
- ◆ Most obvious types of power a leader has.
- ◆ Good leaders use coercive power only as a last resort:
 - ◆ In today's sophisticated and complex workplace, excessive use of coercive power unleashes unpredictable and destabilizing forces which can ultimately undermine the leader using it.



When to use Coercive

- ◆ To meet very short term goals
- ◆ When left with no other choice
- ◆ In times of crisis

Who are *Coercive* Leaders?



You're Fired!



Transactional

- ◆ Motivate followers by appealing to their own self-interest
- ◆ Motivate by the *exchange* process.
 - ◆ EX: business owners exchange status and wages for the work effort of the employee.
- ◆ Focuses on the accomplishment of tasks & good worker relationships in exchange for desirable rewards.
- ◆ Encourage leader to adapt their style and behavior to meet expectations of followers

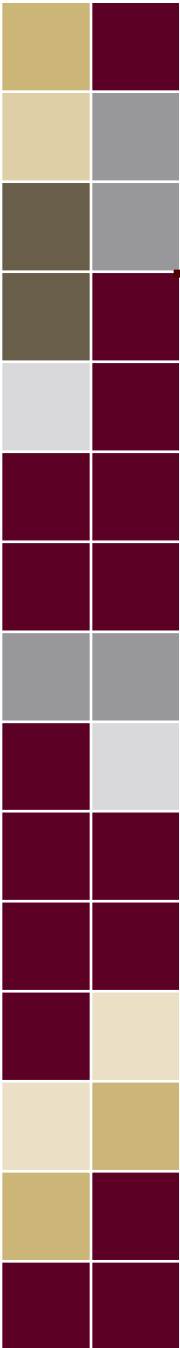


When to use *Transactional*

- ◆ Leader wants to be in control
- ◆ When there are approaching deadlines that must be met
- ◆ Relationship is short term

A Result of the Leadership We Knew...

“We made workers into
robots; we made them into
machines...”



...Now, we want them to become a different kind of person: to come up with new ideas."

Jack Smith, CEO, General Motors



Transformational

- ◆ Charismatic and visionary
- ◆ Inspire followers to transcend their self-interest for the organization
- ◆ Appeal to followers' ideals and values
- ◆ Inspire followers to think about problems in new or different ways
- ◆ Common strategies used to influence followers include vision and framing

Research indicates that transformational leadership is more strongly correlated with lower turnover rates, higher productivity, and higher employee satisfaction.



Transformational cont.

- ◆ Instils feelings of confidence, admiration and commitment
- ◆ Stimulates followers intellectually, arousing them to develop new ways to think about problems.
- ◆ Uses contingent rewards to positively reinforce desirable performances
- ◆ Flexible and innovative.



When to use Transformational

- ◆ When leaders want members to be an active part of the organization and have ownership to it
- ◆ When leaders are building a sense of purpose
- ◆ When the organization has a long term plan
- ◆ When people need to be motivated

**"(He) possessed the
gift of silence."**

**(Comment by President John Adams about
George Washington)**





Laissez-Faire

- ◆ Also known as the “hands-off” style
- ◆ Little or no direction
- ◆ Gives followers as much freedom as possible
- ◆ All authority or power is given to the followers
- ◆ Followers must determine goals, make decisions, and resolve problems on their own.



When to use Laissez-Faire

- ◆ Employees are highly skilled, experienced, and educated
- ◆ Employees have pride in their work and the drive to do it successfully on their own
- ◆ Outside experts, such as staff specialists or consultants are being used
- ◆ Employees are trustworthy and experienced



Other Referenced Theories

Theory X and Theory Y

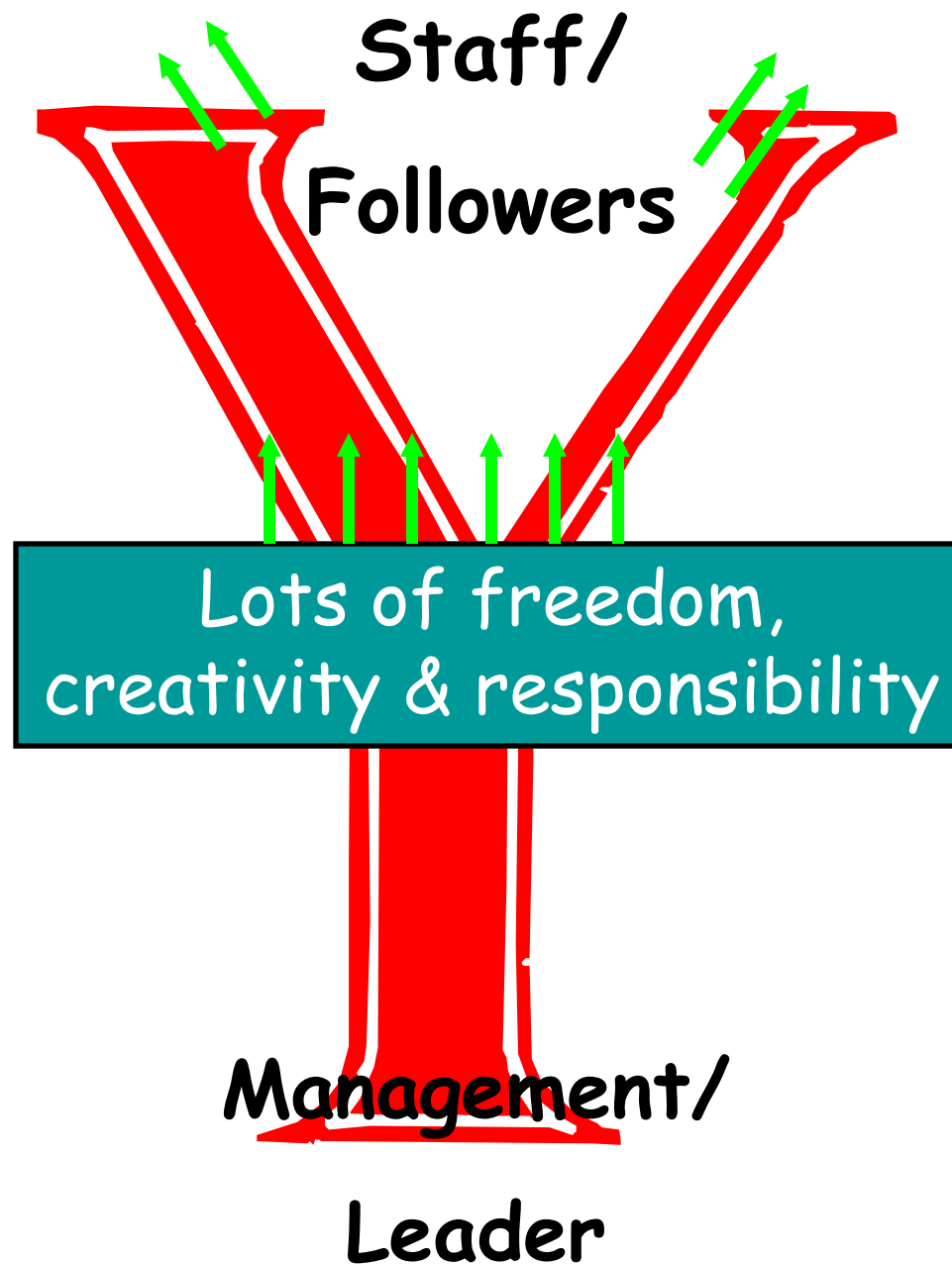
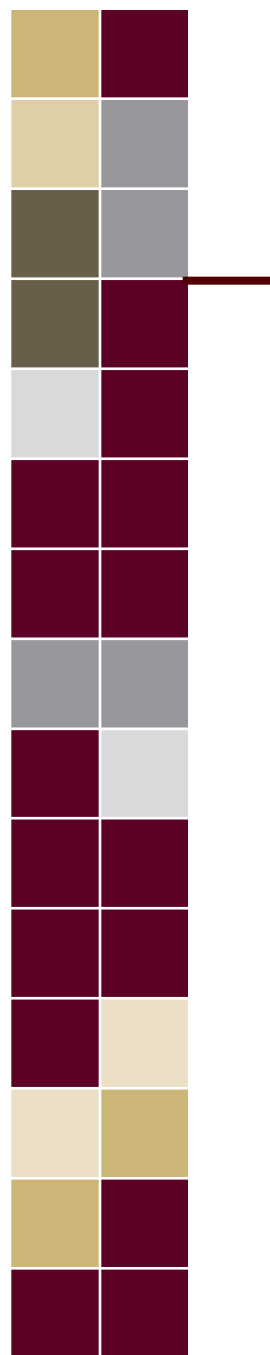
- ◆ Theory X and Theory Y each represent different ways in which leaders view employees.
 - ◆ **Theory X** is the traditional view of direction and control by managers.
 - ◆ **Theory Y** is the view that individual and organizational goals can be integrated.



**Management/
Leader**

Tight control, lots
of rules, no
freedom

**Staff/
Followers**

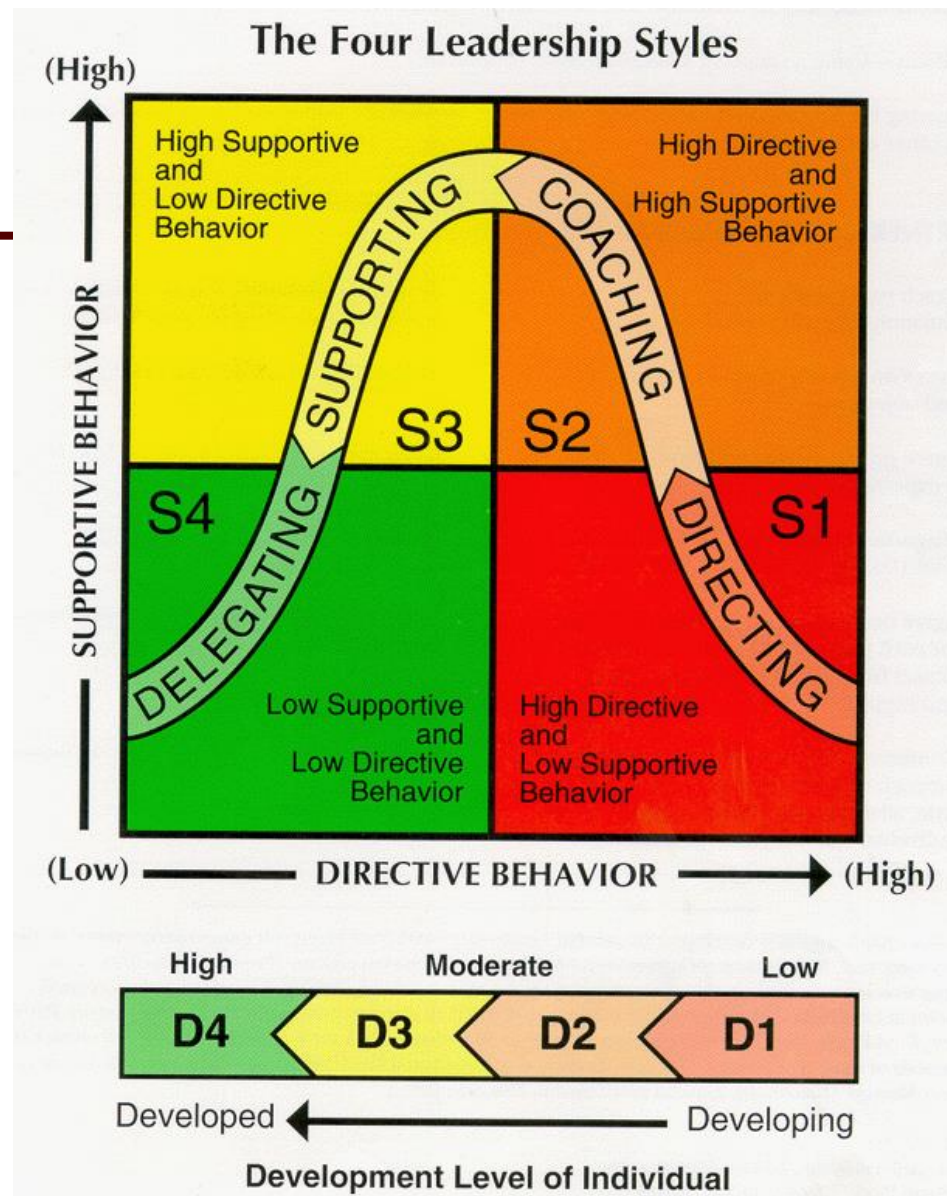




Other Referenced Theories

Hersey-Blanchard Situational Leadership

- ◆ Based on the amount of direction (task-behavior) and amount of socio-emotional support (relationship-behavior) a leader must provide given the situation and the "level of maturity" of the followers.





Selecting a Style

- ◆ Some people are motivated by reward
- ◆ Some people are motivated by punishment
- ◆ Social systems work best with a chain of command
- ◆ When people have agreed to do a job, a part of the deal is that they cede authority to their leader