This is an excellent program to implement with the Leadership Advisory Board. This lesson teaches seven common leadership styles.

This is basically a brainstorming question to allow the group to think about what makes good leaders. This allows the group to start thinking about leadership styles.

As the study of Leadership has gone through various paradigm shifts from a historical viewpoint, the study and perspectives of Leadership styles have evolved as well. The first historical style that is often referenced is Charismatic. This was most likely used because of a lack of true understanding of leadership styles. Since then, leadership has evolved to describe many, many types.

These are the seven most referenced leadership styles. The first six listed are active type styles while the seventh (Laissez-Faire) is more of an inactive type. It is also important to consider when and how the styles were studied to understand how they evolved and based on what beliefs and assumptions.

The study of leadership is almost as old as mankind, but only in the past couple of centuries has the study of leadership styles, traits, and behaviors really been studies, documented, and theorized.

In 1939, Kurt Lewin, a renowned social scientist identified three different styles of leadership, including Authoritarian, Democratic and Laissez-Faire. His results indicated that the democratic style is superior to the other two styles. (click mouse for the three styles to be highlighted.)

Daniel Goleman is also notorious for his article, "Leadership that Gets Results," where he targets six leadership styles, including Authoritative, Democratic, and Coercive. (click mouse)

Probably most recently, there has been a significant emphasis placed on examining the differences between Transactional and Transformational Leadership ideas. (click mouse)

What is interesting and important to know about leadership is that paradigms continue to shift. As society changes, leadership changes, so naturally the study and theories about leadership change as well. Fifty years from now, it is likely that new leadership styles will have evolved, or society might possible return to adopting old ideas and leadership styles. Go to any bookstore and you will find numerous attempts of scholars and writers trying to capture the "essence" and "answers" to the intriguing field that has yet to be and probably never will be "nailed-down."
The following slides will attempt to capture the ideas of each of these seven recognizable leadership styles.

**Slide 4**

**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

Autocratic Leadership is often considered the “classical approach,” but this leadership style has been greatly criticized during the past 30 years. Often referred to as the Authoritative Style, or Directive Style, it relies heavily on old ideas and beliefs. Put simply, the style communications…”the leaders is the boss.”

Often, people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats and abuse of power. Those ideas are not the authoritative style, but the structure and limited follower participation leaves one not to be surprised by those accusations. The main ideas that circulate around Autocratic Leadership are:
- It uses the classical approach where the manager retains as much power and decision-making authority as possible.
- The manager does not consult employees, nor are they allowed to give any input. There is a one-way flow of communication.
- Subordinates are generally expected to obey orders without any explanations.
- The motivational environment is produced by creating a structured set of rewards and punishments.

Notice that the description of Autocratic Leaders use the term, managers. Autocratic Leadership fits nicely in to the ideas of management where it is expected that subordinate obedience results from orders and expectations set by the leader. On the flip-side, the term subordinate is used—showing that the relationship between leaders and followers is strictly business.

Some studies say that organizations with many autocratic leaders have higher turnover and absenteeism than other organizations. Certainly Gen X employees have proven to be highly resistant to this management style.

These studies say that autocratic leaders:
- Rely on threats and punishment to influence employees
- Do not trust employees
- Do not allow for employee input

Yet, autocratic leadership is not all bad. Sometimes it is the most effective style to use.
In reality, the Autocratic style should normally only be used on rare occasions. Having said that, there are always situations where a quick and confident decision is needed. In other situations, there may be factors such as the follower’s development level, knowledge level, and skill level that leave leaders with few other choices than to use the style.

The autocratic leadership style should NOT be used when:
--Employees become tense, fearful, or resentful
--Employees expect to have their opinions heard
--Employees begin depending on their manager to make all their decisions
--There is low employee morale, high turnover and absenteeism and work stoppage

Let's look at some examples of where Autocratic Leadership might be used...

Can you think of some Autocratic Leaders?
Schools
Parents

Where are some places/organizations where we might need Autocratic Leaders?
Many military leaders are considered Autocratic Leaders. Why would it be advantageous to use an Autocratic Style in the military?
Prison systems almost have to use an autocratic style, along with other places where it is too risky to leave anything questionable and unanswered.
Factories often require high volume production on a daily basis—we often see autocratic leadership styles used to increase efficiency

You want your organization to keep their "nose out of trouble"?....find a Bureaucratic Leader!

Bureaucratic leadership is where the manager manages "by the book." Everything must be done according to procedure or policy. If it is not covered by the book, the manager refers to the next level above him or her.

When considering leadership traits, Integrity is often listed as one of the most valuable traits a leader could possess. Bureaucratic leaders demonstrate the meaning of integrity beautifully. When do we need leaders with an abundance of integrity and when do we want Bureaucratic Leaders?....
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

The bureaucratic style is most effective when there is a need to be concerned about procedure, safety, and specific, technical tasks.

This style is ineffective when:
- Work habits form that are hard to break, especially if they are no longer useful.
- Employees lose their interest in their jobs and in their fellow workers.
- Employees do only what is expected of them and no more.

Who are Bureaucratic Leaders?

Police were already mentioned
Administrative positions

Where are some places/organizations where we might need Bureaucratic Leaders?
Law enforcement absolutely needs bureaucratic leaders. In their professions, law enforcers do not have room to “wiggle their toes,” and they must be sure to dot their I’s and cross their T’s.
It is important to consider how important it is for organizations that are funded by state tax dollars to have some bureaucratic leaders to monitor and lead others to be efficient and effective.
Anytime there is an exchange of money, or someone is required to manage money, we hope to have bureaucratic leaders, or people with bureaucratic skills in those positions.

On a side note, what kind of connections might there be between bureaucratic leadership and stress management?!

Like the other styles, the democratic style is not always appropriate, but it has many valuable benefits.

It is most successful when used with highly skilled or experienced employees or when implementing operational changes or resolving individual or group problems.

Because a democratic leader welcomes team input and facilitates group discussion, it is often referred to as a participative leadership style.
Democratic leaders are constantly keeping employees informed about matters that affect them. They are consistently sharing plans with the group and offering multiple options for group consideration.
Even though the Democratic leader still makes the final decision, they use a coaching style to encourage followers to take part in influencing and guiding decision making process. Generally before making a final decision, the leader will consult followers and gather information from them.

There are so many great qualities about the democratic leadership style…that the list goes on…
One of the interesting ideas about Democratic Leadership is the use of a “coach” style of leadership. Not only is the leader concerned about being effective and efficient, but they are also concerned about the development of their followers through the tasks. Democratic leaders commonly work with followers to help them set goals, not only for their organization, but personal achievement goals as well. Democratic leaders encourage growth in employees/followers by encouraging them to work freely with each other and leave division of tasks to the group—allowing more sharing and collaboration among followers or group members. In order to continuously encourage growth, democratic leaders make it a point to praise and offer constructive criticism. In addition, they will join in group activities without over-participating.

Let’s begin thinking about when we might value a democratic leadership style….

A democratic leadership style allows for multiple viewpoints, inputs, and participation, while still maintaining control and the leadership role. A quality democratic leader will recognize each member’s strengths and effectively encourage the best from each member. It is important for the leader to be able to recognize those strengths and focus on the needs of the group’s members.

On the other hand, it is sometimes a challenge for democratic leaders to recognize that not all tasks need to be handled by the group, and that sometimes the leader should appropriately address some issues along. Democratic leadership should not be used when:
--There is not enough time to get everyone’s input.
--It’s easier and more cost-effective for the manager to make the decision.
--The business can’t afford mistakes.
--The manager feels threatened by this type of leadership.
--Employee safety is a critical concern.

Obviously, our country was founded out of democratic ideas. Our government acts as a democracy that encourages involvement and allows every American to actively participate and voice their concerns, if they choose to do so.

Does this mean that all of our political leaders are democratic leaders?

A democratic leadership style is also commonly used in situations where the leader needs to and wants to encourage team building. There is no better way to encourage true team collaboration than allowing the members to be actively involved in a group processes and decisions.
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.

The coercive leadership style, focuses on the use, and possibly abuse of power. While coercive power can produce results in the short term, it relies on intimidation to do so and will backfire badly if used as the sole base for exerting influence.

At first glance, most people incorrectly assume that a leader can only be effective if he or she has access to the formal “levers of power”: Legitimate Power, which comes from the position a person holds; Reward Power, which comes from his or her ability to give rewards; Information Power, which comes from exclusive access to information; and Coercive Power.

The best leaders rely on more subtle forms of power:

**Expert Power:** Where followers do what they’re asked because they respect the leader’s knowledge and expertise and, because of such, trust him or her to give the best guidance; and

**Referent Power:** Where followers admire and seek to emulate the leader, and want to receive his or her approval.

Good leaders use coercive power *only as a last resort* because coercion reduces employees’ satisfaction with their jobs, leading to lack of commitment and general employee withdrawal.

Think about how you feel when you get “coerced” into doing something. How would you like to be led that way?...

When to use Coercive

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

Obviously, by the shortness of the list on this slide, coercive leadership is not highly desirable, nor is it commonly used. However, there are still times when a coercive style could be valuable...

In times of economic crisis or threats to the survival of the organization at large, coercion may come to the forefront. Coercive power may also materialize as organizations attempt to streamline their operations for efficiency. In those types of situations, it employees must be fired, those who fail to conform to the organizational goals for survival will be most likely candidates for termination.

The threat of termination for failure to comply, in turn, is coercive power.

Where might we see coercive power used today?.....
Coercive leaders are not nearly as recognizable as others, probably because it is not the most highly desirable leadership style to exemplify.

The first illustration represents chaos and crisis. We know that there have been many instances where crisis has occurred. For example, think about the New Orleans situation when Hurricane Katrina hit last summer. Considering the state of emergency those Americans were in, do you think it was valuable to have coercive leaders present?

Although Donald Trump may not be a coercive leader, the phrase he is most famous for demonstrates the ideas of a coercive leader, “You’re Fired!” Unfortunately, there are times when the need to take action arise—in those times, we may need coercive leadership styles present to get it done.

Some researchers added to Burns original theory and it is thought by many today that transactional leadership can encompass four types of behavior. 1. **Contingent Reward** – To influence behavior, the leader clarifies the work needed to be accomplished. The leader uses rewards or incentives to achieve results when expectations are met.

2. **Passive Management by Exception** - To influence behavior, the leader uses correction or punishment as a response to unacceptable performance or deviation from the accepted standards.

3. **Active Management by Exception** - To influence behavior, the leader actively monitors the work performed and uses corrective methods to ensure the work is completed to meet accepted standards.

4. **Laissez-Faire Leadership** – The leader is indifferent and has a “hands-off” approach toward the workers and their performance. This leader ignores the needs of others, does not respond to problems or does not monitor performance.

Transactional leadership behavior is used to one degree or another by most leaders. However, as the old saying goes, “if the only tool in your workbox is a hammer…you will perceive every problem as a nail”. A leader should not exclusively or primarily practice transactional leadership behavior to influence others! Here are a few common problems of those who do so. Some use transactional leadership behavior as a tool to manipulate others for selfish personal gain. It can place too much emphasis on the “bottom line” and by its very nature is short-term oriented with the goal of simply maximizing efficiency and profits. The leader can pressure others to engage in unethical or amoral practices by offering strong rewards or punishments. Transactional leadership seeks to influence others by exchanging work for wages, but it does not build on the worker’s need for meaningful work or tap into their creativity. If utilized as the primary behavior by a leader it can lead to an environment permeated by position, power, perks and politics. The most effective and beneficial leadership behavior to achieve long-term success and improved performance is **transformational** leadership.
“If I do this for you…what can you do for me?”

Music to your ears? Probably not!, but it is something you might hear from a Transactional Leader!

So, when would we want to hear those words?

Most of the consideration of when the style would be used is based on the leader themselves. Since the transactional leader views the leader-follower relationship as a process of exchange, they would choose to use it in situations where relationships are of little importance and are short-lived.

You might be noticing a trend among some of the leadership styles by now. The Transactional leadership style closely parallels some of the ideas, pertaining to relationships, as the autocratic, bureaucratic, and coercive styles.

Let’s look now at the other style, often studied in conjunction with Transactional Leaders…Transformational…

This quote illustrates the ideas of transactional leadership and the effects it has on individuals and organizations…

How interesting! With new expectations, new demands, and new paradigms in leadership, the next leadership style offers a lot to the current and maybe futuristic views of leadership studies….
Transformational leadership is about hearts and minds, about empowering people not controlling them.

4 theories of Transformational Leadership included:

- **Management by Command** — Unsophisticated management in which subordinates are told what to do and have little say in what and when.

- **Management by Objectives** — Process management in which subordinates are given goals and decide how to achieve them.

- **Management by Communication** — Sophisticated organizations in which skilled subordinates deduce their own goals by learning about the needs of the organization.

- **Management by Vision** — In which management is about inspiring people to achieve what only they know they can achieve by concentrating on what is possible.

Transformational leaders are more visionary and inspirational in approach. They tend to communicate a clear and acceptable vision and goals, with which employees can identify and tend to engender intense emotion in their followers. Rather than exchanging rewards for performance, transformational leaders attempt to build ownership on the part of group members, by involving the group in the decision process. When transformational leaders are successful, they are able to move followers from external to internal control.

While it is important to have leaders with the appropriate orientation defining tasks and managing interrelationships, it is even more important to have leaders who can bring organizations into futures they have not yet imagined. Transformational leadership is the essence of creating and sustaining competitive advantage.

Today, the phrase, “the only constant is change,” seems truer and truer. Change is inevitable, therefore, we should seek leadership and use leadership styles that embrace change.

Changing organizations to be motivational when members are resistant, to be purposeful when members are not directed, and to be visionary for long term goals. Transformational leadership can be one of the best resources for organizational change.

Because it lends itself to successful change, the latest paradigm shift has directed scholars toward focusing on transformational leadership more than they ever have.
"(He) possessed the gift of silence."

(Comment by President John Adams about George Washington)

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A successful laissez-faire leader is often popular, even charismatic, and inspires people rather than directs them. They believe people know what to do and will do it without too much direction.

The laissez-faire leadership style is also known as the “hands-off” style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. The authority of power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.

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This is an effective style to use when:
--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.

This style should not be used when:
--It makes employees feel insecure at the unavailability of a manager.
--The manager cannot provide regular feedback to let employees know how well they are doing.
--Managers are unable to thank employees for their good work.
--The manager doesn’t understand his or her responsibilities and is hoping the employees can cover for him or her.

Some risks are involved with Laissez-Faire Leadership. Followers may like them, but some people find events around them confusing and chaotic. They also may feel that the leader does not respect their time and energy. Most importantly, they may not see where their contribution fits and slowly become less committed and enthusiastic.
Douglas McGregor described Theory X and Theory Y in his book, *The Human Side of Enterprise*. Theory X managers believe that employees are motivated mainly by money, are lazy, uncooperative, and have poor work habits. Theory Y managers believe that subordinates work hard, are cooperative, and have positive attitudes.

**Theory X** is the traditional view of direction and control by managers.
1. The average human being has an inherent dislike of work and will avoid it if he or she can.
2. Because of this human characteristic of dislike of work, most people must be controlled, directed, and threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, wants security above all.
4. Theory X leads naturally to an emphasis on the tactics of control - to procedures and techniques for telling people what to do, for determining whether they are doing it, and for administering rewards and punishment.
5. Theory X explains the consequences of a particular managerial strategy. Because its assumptions are so unnecessarily limiting, it prevents managers from seeing the possibilities inherent in other managerial strategies. As long as the assumptions of Theory X influence managerial strategy, organizations will fail to discover, let alone utilize, the potentialities of the average human being.

**Theory Y** is the view that individual and organizational goals can be integrated.
1. The expenditures of physical and mental effort in work are as natural as play or rest.
2. External control and the threat of punishment are not the only means for bringing out effort toward organizational objectives.
3. Commitment to objectives is a function of the rewards associated with their achievement.
4. The average human being learns, under proper conditions, not only to accept but also to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems in widely, not narrowly, distributed in the population.
6. Under the condition of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.
7. Theory Y’s purpose is to encourage integration, to create a situation in which an employee can achieve his or her own goals best by directing his or her efforts toward the objectives of the organization. It is a deliberate attempt to link improvement in managerial competence with the satisfaction of higher-level ego and self-actualization needs. Theory Y leads to a preoccupation with the nature of relationships, with the creation of an environment which will encourage commitment to organizational objectives and which will provide opportunities for the maximum exercise of initiative, ingenuity, and self-direction in achieving them.
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.

**Hersey-Blanchard Situational Leadership**

To determine the appropriate leadership style to use in a given situation, the leader must first determine the maturity level of the followers in relation to the specific task that the leader is attempting to accomplish through the effort of the followers. As the level of followers' maturity increases, the leader should begin to reduce his or her task behavior and increase relationship behavior until the followers reach a moderate level of maturity. As the followers begin to move into an above average level of maturity, the leader should decrease not only task behavior but also relationship behavior.

Once the maturity level is identified, the appropriate leadership style can be determined. The four leadership styles are telling, selling, participating, and delegating. High task/low relationship behavior (S1) is referred to as "telling." The leader provides clear instructions and specific direction. Telling style is best matched with a low follower readiness level. High task/high relationship behavior (S2) is referred to as "selling." The leader encourages two-way communication and helps build confidence and motivation on the part of the employee, although the leader still has responsibility and controls decision making. Selling style is best matched with a moderate follower readiness level. High relationship/low task behavior (S3) is referred to as "participating." With this style, the leader and followers share decision making and no longer need or expect the relationship to be directive. Participating style is best matched with a moderate follower readiness level. Low relationship/low task behavior (S4) is labelled "delegating." This style is appropriate for leaders whose followers are ready to accomplish a particular task and are both competent and motivated to take full responsibility. Delegating style is best matched with a high follower readiness level.

**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