Leadership and its Management Styles

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Abstract:

Leadership has been described as "a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task". For example, some understand a leader simply as somebody whom people follow or as somebody who guides or directs others, while others define leadership as "organizing a group of people to achieve a common goal". Here the author wants to introduce the basic styles of leadership and its management.

Keywords: *Leadership, Management, Style*

1. Leadership style

A leadership style is a leader's style of providing direction, implementing plans, and motivating people. It is the result of the philosophy, personality, and experience of the leader. Here, the basic style of leadership.

The role of leadership in management is largely determined by the organisational culture of the company. It has been argued that managers' beliefs, values and assumptions are of critical importance to the overall style of leadership that they adopt. There are several different leadership styles that can be identified within each of the following Management techniques. Each technique has its own set of good and not-so-good characteristics, and each uses leadership in a different way.

1.1 Authoritarian

Managers are autocratic. They make all the decisions and rarely delegate authority. This form of leadership is common in the army or organisations where control is important. It is also useful when dealing with students and pt workers. This form of leadership might not suit everyone although maybe some.

1.2 Paternalistic

Similar to an autocratic leadership style but decisions made in best interest of employees.

1.3 Democratic

Under this style of leadership and management, decisions are made in a democratic manner. All people are included in the decision-making process and therefore might be motivated by this. This form of leadership could make decision-making slow and therefore is not suited to some industries.

1.4 The Autocrat

The autocratic leader dominates team-members, using unilateralism to achieve a singular objective. This approach to leadership generally results in passive resistance from team-members and requires continual pressure and direction from the leader in order to get things done. Generally, an authoritarian approach is not a good way to get the best performance from a team. There are, however, some instances where an autocratic style of leadership may not be inappropriate. Some situations may call for urgent action, and in these cases an autocratic style of leadership may be best. In addition, most people are familiar with autocratic leadership and therefore have less trouble

adopting that style. Furthermore, in some situations, sub-ordinates may actually prefer an autocratic style.

1.5 The Laissez-Faire
The Laissez-Faire manager exercises little control over his group, leaving them to sort out their roles and tackle their work, without participating in this process himself. In general, this approach leaves the team floundering with little direction or motivation. Again, there are situations where the Laissez-Faire approach can be effective. The Laissez-Faire technique is usually only appropriate when leading a team of highly motivated and skilled people, who have produced excellent work in the past. Once a leader has established that his team is confident, capable and motivated, it is often best to step back and let them get on with the task, since interfering can generate resentment and detract from their effectiveness. By handing over ownership, a leader can empower his group to achieve their goals.

1.6 The Democrat
The democratic leader makes decisions by consulting his team, whilst still maintaining control of the group. The democratic leader allows his team to decide how the task will be tackled and who will perform which task. The democratic leader can be seen in two lights: A good democratic leader encourages participation and delegates wisely, but never loses sight of the fact that he bears the crucial responsibility of leadership. He values group discussion and input from his team and can be seen as drawing from a pool of his team members' strong points in order to obtain the best performance from his team. He motivates his team by empowering them to direct themselves, and guides them with a loose reign. However, the democrat can also be seen as being so unsure of himself and his relationship with his sub-ordinates that everything is a matter for group discussion and decision. Clearly, this type of "leader" is not really leading at all.

2. Management styles
Management styles are characteristic ways of making decisions and relating to subordinates. Management styles can be categorized into two main contrasting styles, autocratic and permissive. Management styles are also divided in the main categories of autocratic, paternalistic, and democratic. This idea was further developed by Robert Tannenbaum and Warren H. Schmidt (1958, 1973), who argued that the style of leadership is dependent upon the prevailing circumstance; therefore leaders should exercise a range of management styles and should deploy them as appropriate.

2.1 McGregor's Theory X and Y
2.1.1 Theory x
Managers believe workers are lazy, dislike work and want to be controlled. If managers hold a theory x view, they are more likely to be autocratic.

2.1.2 Theory y
Managers believe workers enjoy work as much as they do anything. If managers hold a theory y view, they are more likely to be democratic.

3. The Move from Management to Leadership

Control	to	Consent
Efficiency	to	Effectiveness
Regulation	to	Relationships
Autocracy	to	Democracy
Evolutionary Change	to	Revolutionary Change
Doing things right	to	Doing the right thing
Certainty	to	Uncertainty

Autocratic management becomes democratic management where everyone wants a say in what happens. A culture of Control becomes a culture of Consent. *"Intelligent organisations have to be run by persuasion and by consent."* (Handy 1995.) So 'management' becomes the art of influencing people.

4. Where do we get our authority from in an organisation?

Legitimate power	Power that comes from position, authority, status.
Reward power	Power to bestow e.g. promotion, praise
Coercion power	Power to punish
Expert power	They know more than you
Referent power	Personal characteristics you admire

French and Raven quoted in Daft (1994):

5. Situational Leadership

There was a time when the past was a good guide to the future. Experience was important. Received wisdom - the voice of experience was important. Change happened, but it happened relatively slowly incrementally. Evolutionary change. However, technology and economics have combined to create a situation where change is a constant and is far reaching. Change is no longer always continuous and evolutionary. The past has stopped being such a good guide to the future. Charles Handy (1995) has coined the term discontinuous change to describe what organisations are facing today. Once the most important thing in an organisation was doing things right.

Management (including personnel management) was there to make sure that things were done properly. Guidelines, rules, Efficiency, Economy. But now, more important than doing things right is being sure we are actually doing the right thing. Management as control suddenly seems to be insufficient. We need people who can influence people to do what they want, without forcing them. We want people to share a sense of purpose and direction with the people they are responsible for. Those are features of leadership rather than management.

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