



Styles of Leadership

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1. Introduction

In the long run there is no one leadership style that suits any particular organisation. Market circumstances change, internal circumstances change, external pressures change, or alternatively there may be a period of stability. These factors mean that as the business adapts to these different circumstances then the type of leader that is best suited to the business will also alter. The type of management required to force through restructuring or rebranding of an organisation, will be very different from the management who most effectively oversee a period of stability.

The management styles we examine below may then be broadly suited to a particular business form or structure, but there will be times when the style is easily transferable to organisations that have previously been run in quite different ways.

2. Different Management or Leadership Styles

2.1 Autocratic Leader

Gives orders which are to be obeyed without question. Probably a theory X manager who has no time for consideration of Maslow's higher needs, or Herzberg's motivating factors. This type of manager can be effective when rapid restructuring is required, but to be effective he will rely upon a strictly hierarchical organisational structure.

2.2 Directive Leadership

Based on the idea that all managers in a chain of command are supervisors. The directive manager will tell their direct subordinates what their roles and tasks are and what is expected of them. He or she will provide a blueprint of how to do a job, and will monitor performance and achievement of standards. This type of management style is often applied when HRM is adopted by organisations, but its emphasis on control is given as one of the major reasons why Hard HRM policies result in demotivation rather than the intended motivation.

2.3 Constitutional or Participative Leader

This type of manager consults with subordinates in the decision making process. Subordinates are involved with managers in designing their jobs and the tasks involved. Ideally suited to implementation of Soft HRM policies. Definitely a Theory Y manager

2.4 Missionary Leadership

Leaders driven by beliefs can be regarded as missionary leaders. They must have an organisation and employees behind them that also have the same set of beliefs. Steve Jobs at Apple Computers was a missionary leader forcing the pace of change in the Personal Computer market. He was thrown out by the board when his style of leadership was not seen as appropriate in a multi-billion dollar company but after an absence of several years he was invited back to again lead Apple and has been the driving force behind the launch of the interesting and different iMac computers. Management Consultants and their employers are seen more and more as Missionaries, selling their firm's set of beliefs to those businesses that will buy into them.

2.5 Laissez faire Leadership

The direct translation is 'leave well alone', and this is exactly what they do. Middle managers and subordinates are just left to get on with their jobs, and given the minimum of guidance; they succeed or fail on their own. The laissez-faire leadership style is where all the rights and power to make decisions is fully given to the worker. This was first described by Lewin, Lippitt, and White in 1938, along with the autocratic leadership and the democratic leadership styles. The laissez-faire style is sometimes described as a "hands off" leadership style because the leader delegates the tasks to their followers while providing little or no direction to the followers. [unreliable source?] If the leader withdraws too much from their followers it can sometimes result in a lack of productivity, cohesiveness, and satisfaction. Laissez-faire leaders allow followers to have complete freedom to make decisions concerning the completion of their work. It allows followers a high degree of autonomy and self-rule, while at the same time offering guidance and support when requested. The laissez-faire leader using guided freedom provides the followers with all materials necessary to accomplish their goals, but does not directly participate in decision making unless the followers request their assistance.

2.6 Paternalistic

The way a Paternalistic leader works is by acting as a father figure by taking care of their subordinates as a parent would. In this style of leadership the leader supplies complete concern for his followers or workers. In return he receives the complete trust and loyalty of his people. Workers under this style of leader are expected to become totally committed to what the leader believes and will not strive off and work independently. The relationship between these co-workers and leader are extremely solid. The workers are expected to stay with a company for a longer period of time because of the loyalty and trust. Not only do they treat each other like family inside the work force, but outside too. These workers are able to go to each other with any problems they have regarding something because they believe in what they say is going to truly help them.

One of the downsides to a paternalistic leader is that the leader could start to play favorites in decisions. This leader would include the workers more apt to follow and start to exclude the ones who were less loyal. In today's market paternalism is more difficult to come by according to Padavic and Earnest who wrote "business dimensional and Organizational Counseling." They believe this because there have become more lay-offs and stronger unionization. This affects paternalistic leaders because the co-workers may not believe that their jobs are 100% ensured. When this happens, workers begin to look for bigger and better job opportunities instead of staying at one company for a longer period of time. Because of this, the leader may be thinking that you could be leaving and not fully believe you when you tell them something about a job opportunity. This could put the workers and leader at risk for a bad situation.

According to B. M. Bass who wrote *Leadership and Performance Beyond Expectations*, workers who follow paternalistic leadership also have better organization skills. The leader encourages organization because they allow the workers to complete tasks so that they can stay on top of their work. The workers complete tasks this boosts self-confidence and it makes them work harder to reach a goal and exceed the goal to prove to their boss they are working hard. Having this style of leadership can also help implement a reward system. This system will allow their workers to work even better because there is something for them at the end of the tunnel. While doing this they will also be able to accomplish more work in a set time frame.

3. Conclusion

In the long run effective leadership is what makes businesses successful. But what makes successful leadership is open to question. Different styles suit different circumstances, and the same manager can use different styles with different groups of workers, (Mayo and group dynamics). Managers can be task or people orientated, (see HRM) and this orientation will dictate their approach to control, job design and motivation.

Leaders must plan, motivate and control, but how they best do this is a question of circumstance. Using an autocratic style with a group of computer games developers may be a mistake, but using the same style within the armed forces makes a great deal of sense!

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