**Leaders with Style**

Research different types of leadership styles at:

<http://www.mindtools.com/pages/article/newLDR_84.htm>

You will notice there are 10 types of leaders identified. Read through the information and connect personally with 3 types of leaders.

1. Name and describe 3 types of leaders that sound familiar to you.
2. Use this table to identify pros and cons for each type of leader.

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| **TYPE & DEFINITION OF LEADER** | **PROS** | **CONS** |
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## Explanations of different styles of leadership

## http://www.mindtools.com/pages/article/newLDR\_84.htm

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| Style | Authoritarian | Procedural | Transformational | Participative | Laissez-faire |
| Other names | A**utocratic**  **Transactional:** the “transaction” is that the organization rewards the team, in return for their work & compliance. | **Task-orientated**  **Bureaucratic**  **Managerial**  Also related to **authoritarian** | **Charismatic** leadership is very similar, where the leader depends on his/her charisma & energy to inspire staff. | **Democratic** or **Consulting** | **Delegative**. **Servant:** A leader who is not formally recognized. Leads just by meeting the needs of the team. Whole team is involved in decisions. |
| Example | Napoleon | Florence Nightingale | Barack Obama | Nelson Mandela | Mahatma Gandhi |
| Amount of control | **High:** telling, directing, controlling. | **High:** telling, directing, controlling. | **Medium:** selling,  reasoning, persuading,   delegating. | **Medium:** selling,  reasoning,  [persuading](http://www.kent.ac.uk/careers/sk/persuading.htm),  consulting. | **Low:** advising, participating, observing, joining. |
| What it involves | **The leader has a lot of power** over team members & has the right to reward good performance or punish members if they don't reach the agreed standard.  **They tell their team what they want done** & how without often asking for advice from team members. Team members are given little opportunity to make suggestions, even if these would be in the team's interest.  **It should normally only be used occasionally**  The focus is on short-term tasks so it's **more of a method of managing rather a true leadership style** | **Work “by the book”:** team members follow procedures precisely.  **Focuses only on getting the job done.**  **Little thought given to the well-being of team members**  **Task Orientated vs relationship orientated:** both procedural & transformational leaders are usually needed.  "Managers" focus on tasks while "leaders" focus on people. | **The leader inspires** team with their vision of what should happen. They supply the main goal, but allow members to choose their own way of reaching it.  The leader is **totally focused on** [**organizing, supporting & developing the team**](http://www.kent.ac.uk/careers/sk/teamwork.htm)**.**  The leader is **always looking for** [**ideas**](http://www.kent.ac.uk/careers/sk/lateral.htm) that move towards the organization’s vision.  Transformation leaders are **very visible**, & **spend lot of time communicating.** [**Communication**](http://www.kent.ac.uk/careers/sk/communicating.htm) **is the basis for achievement by focusing the group on the required outcome.** They don’t necessarily lead from the front, as they **tend to delegate** responsibility. | Builds consensus through participation: **the leader makes the final decision, but the team to contribute to the** [**decision-making process**](http://www.kent.ac.uk/careers/sk/decisionmaking.htm).  The leader asks the team's opinions & uses these to make decisions. The team is kept informed & are allowed to discuss & propose changes to policy.  **The leader can't know everything**: this is why you employ skillful team members.  This style is not a sign of weakness, more a sign of strength your team will respect. | **Team members make the decisions but leader is still responsible for these.**  Leader asks for the team's opinions. Team is left to make its own decisions which are then sanctioned by the leader.  **Leader participates in the discussion as a normal team member &** agrees in advance to carry out whatever decision the group makes. Team members are left to get on with their tasks.  Effective if the leader monitors what is being achieved & regularly communicates this back to the team. |
| Pros | **Can achieve results quickly**  In research done on this groups were found to be **most productive** under autocratic, but if the **leader was absent work stopped.** | **Clearly defines the tasks & the roles** required.  **Puts structures in place**: [planning](http://www.kent.ac.uk/careers/sk/skillsactionplanning.htm), organization & monitoring is usually good. | **Motivates the team to be effective & efficient.**  Tends to lead to **good** [**teamwork**](http://www.kent.ac.uk/careers/sk/teamwork.htm) **& creative collaboration.**  The **enthusiasm & energy** of a transformational leader **is often infectious**. | **Mutual benefit:** allows members to feel part of the team & leader to make better [decisions](http://www.kent.ac.uk/careers/sk/decisionmaking.htm).  Members **feel in control** & **motivated to work hard**. **Increases job satisfaction** by involving the team in decisions. Helps to **develop team members' skills**. | Increasingly necessary in a world where leaders achieve power on the basis of their **ideals & values.**  You can't do everything so you have to set [priorities](http://www.kent.ac.uk/careers/sk/time.htm) & delegate some tasks. |
| Cons | **Team doesn't gain from** [**creativity**](http://www.kent.ac.uk/careers/sk/lateral.htm) **& knowledge of members**, so benefits of teamwork are lost.  **Staff can't improve their job satisfaction**& may resent the way they are treated leading to high absenteeism & staff turnover.  Sometimes thought of as bullying but this isn't a valid authoritarian style. | The **inflexibility & high levels of control exerted can demoralize team members**, & reduce the organisation's **ability to react to changing circumstances**  Similar problems to autocratic leadership: **difficulties in motivating & retaining team members.** | The procedural leaders (managers) ensure routine work is done well, while the transformational leaders focus on initiatives that add value. The transformational leader **focuses on the big picture**, but **needs to be surrounded by people who take care of the details.**  Taken to extremes, can lead to failure to achieve the team's goals. | This style **may result in indecision**, & some team members may be left feeling confused & leaderless.  As participation takes time **things may happen more slowly** than with an autocratic approach, but often the end result is better. | Often **less effective in terms of quality and productivity** than other methods.  **Not good in competitive situations.**  Often happens naturally in situations where managers are not exerting sufficient control. |