

Digital Leadership

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DGM 726
Lecture 4

Styles of Leadership



Lec.4Last Lecture, we leaned about

- ☐ Types of Leadership
- ☐ Methods of leadership
- ☐ Theories of Leadership
 - ☐ 1. The Great Man Theory
 - ☐ 2. Trait Theories of Leadership
 - ☐ 3. Behavioral Theories of Leadership
 - ☐ 4. Transactional & Transformational Theories
 - ☐ 5. Contingency theory of leadership
 - ☐ 6. Neo-Charismatic Theories
- ☐ New Leaders Take Note & Traps
- ☐ Leading Effectively: The 70-20-10 Rule
- ☐ Self-Assessment Exercise 3
 - Do You Have Charismatic Tendencies?

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Lecture outline

Today's Lecture, we will Know about

☐ Styles of Leadership

1. Autocratic
2. Managerial
3. Democratic
4. Collaborative

☐ How do you determine what is an appropriate style?

☐ How do you choose and develop a leadership style?



Lec.4 Introduction & Learning Outcomes

Leadership styles refer to the behavioral approach employed by leaders to influence, motivate, and direct their followers. A leadership style determines how leaders implement plans and strategies to accomplish given objectives while accounting for stakeholder expectations and the wellbeing and soundness of their team.

- ☐ Learn about the different styles of leadership,
- ☐ Determine which is appropriate for your organization, and
- ☐ Learn how to choose and develop a leadership style.

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Styles of Leadership

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Leadership styles

- ❑ Leadership styles are the ways in which a leader views leaderships and performs it in order to accomplish their goals.
- ❑ *"Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers."*

John Gardner

- ❑ If we accept that definition, then leadership style is the way in which that process is carried out.

Lec.4**Leadership styles**

- ❑ Leaders' styles encompass how they relate to others within and outside the organization, how they view themselves and their position, and - to a very large extent - whether or not they are successful as leaders.
- ❑ If a task needs to be accomplished, how does a particular leader set out to get it done? If an emergency arises, how does a leader handle it? If the organization needs the support of the community, how does a leader go about mobilizing it? All of these depend on leadership style.

Lec.4**Leadership styles**

- ☐ We will focus on individual leaders, but leadership can be invested in a team, or in several teams, or in different people at different times.
- ☐ Many - perhaps most - organizations have several levels of leadership, and thus many leaders.
- ☐ The style of an organization's leadership is reflected in both the nature of that organization and its relationships with the community.
- ☐ If a leader is suspicious and jealous of power, others in the organization are likely to behave similarly, in dealing with both colleagues and the community.
- ☐ If a leader is collaborative and open, this behavior is likely to encourage the same attitudes among staff members, and to work collaboratively with other organizations.

Lec.4**Leadership styles**

- ❑ In many ways, the style of its leader defines an organization. If the organization is to be faithful to its philosophy and mission, its leader's style must be consistent with them.
- ❑ An autocratic leader in a democratic organization can create chaos. A leader concerned only with the bottom line in an organization built on the importance of human values may undermine the purpose of its work. For that reason, being conscious of both your own style as a leader and those of others you hire as leaders can be crucial in keeping your organization on the right track.

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Leadership styles

- ❑ Conceptions of leadership
 - ❑ Styles have to do with a leader's - and organization's - ideas of what leadership is and does. Possible conceptions include:
 - **Exercising power.** Leadership is a matter of pursuing one's own ends. Asserting power over others is an end in itself, and symbolizes one's position as a leader.
 - **Gaining and exercising the privileges of high status.** Leadership is about getting to the top, and being recognized as having the highest status.

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Leadership styles

☐ Conceptions of leadership

- **Being the boss.** Leadership is overseeing the work of the organization by telling everyone what to do when, and rewarding or punishing as appropriate.
- **Task orientation.** Leadership is getting the job done - that's all that matters.
- **Taking care of people.** Leadership is looking out for those you lead, and making sure they get what they need.
- **Empowerment.** Leadership is helping those you lead gain power and become leaders.

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Leadership styles

☐ Conceptions of leadership

we might add a conception whereby one aspect of leadership is the fostering of personal (and professional) growth in others.

- **Providing moral leadership.** The leader, by force of character and her own high standards, creates expectations and pulls others up to her level.
- **Providing and working toward a vision.** Leadership is the ability to envision a goal, and to motivate others to work with you toward that goal.

Lec.4**Leadership styles**

- ❑ We'll present four styles that summarize many of the existing theories, and to show how they interact with another, all-embracing way of looking at leadership style.
- ❑ Most leaders combine some of the characteristics of two or more of these styles and have other characteristics that don't match any of them. You can find many descriptions of other leadership styles as well. What this list really provides is some useful ways to think about your own and others ' leadership.
- ❑ It's also important to remember that people can be either effective or ineffective in any of these categories.

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Leadership styles

- ❑ 1. **Autocratic “Authoritarian”**. Autocratic leaders insist on doing it all themselves. They have all the power, make all the decisions, and don't often tell anyone else about what they're doing. If you work for an autocratic leader, your job is usually to do what you're told.
- ❑ An autocratic leader often maintains his authority by force, intimidation, threats, reward and punishment, or position. Although he may or may not have a clear vision, and may or may not be steering the organization in the right direction, he's not concerned with whether anyone else agrees with what he's doing or not.

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Leadership styles

- ❑ Autocratic leadership allows quick decision-making, and eliminates arguments over how and why things get done. At the same time, however, it may reduce the likelihood of getting a range of different ideas from different people, and can treat people badly, or as if they don't matter. If, as is often true, the leader is concerned with his own power and status, he'll be looking over his shoulder, and moving to squelch any opposition to him or his ideas and decisions. Innovation or the use of others' ideas is only permissible if it's part of the leader's plan.

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Leadership styles

- ❑ **Effects on the organization.** Autocratic leaders often leave fear and mistrust in their wake. Others in the organization tend to copy their protection of their position, and their distrust of others' ideas and motives. Often, autocratically -led organizations are not particularly supportive of personal relationships, but much more keyed to chain-of-command. Everyone has her own sphere, and protects it at all costs. Communication tends to go in only one direction - up - as a result of which rumor can become the standard way of spreading news in the organization.

Lec.4**Leadership styles**

- ❑ At its best, autocratic leadership provides a stable and secure work environment and decisive, effective leadership. All too often, however, it can sacrifice initiative, new ideas, and the individual and group development of staff members for the predictability of a highly structured, hierarchical environment where everyone knows exactly what he's supposed to do, and follows orders without question.

Lec.4**Leadership styles**

- ❑ Although the above points, many autocratic leaders are not hated and feared, but rather esteemed, and even loved. It depends on their own personalities, they can be nice people, or highly charismatic, or even willing to listen to and act on others' ideas - on the organization itself (in the military, most soldiers want someone firmly in charge), on the quality of their decisions, and on the needs of the people they lead. If they're generally decent and not abusive, make good decisions for the organization, and fulfill the parent-figure or authority -figure image that most people in the organization are looking for, they can be both effective and well-respected.

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Leadership styles

- ❑ 2. **Managerial**. The leader who sees him/herself as a manager is concerned primarily with the running of the organization. Where it's going is not at issue, as long as it gets there in good shape. The leader may pay attention to relationships with and among staff members, but only in the service of keeping things running smoothly. Depending upon the nature and stability of the organization, the main focus may be on funding, on strengthening the organization's systems and infrastructure (policies, positions, equipment, etc.), or on making sure day-to-day operations go well (including making sure that everyone is doing what he's supposed to).

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Leadership styles

- ❑ If the leader's efficient, a managerial leader will generally be on top of what's happening in the organization. Depending on the size of the organization and leader's management level, he/she'll have control of the budget, know the policies and procedures manual inside out, be aware of who's doing his job efficiently and who's not, and deal with issues quickly and firmly as they come up. What leader won't do is steer the organization. Vision isn't his/her business; maintaining the organization is.

Lec.4**Leadership styles**

- ❑ **Effects on the organization.** In general, a well-managed organization, regardless of its leadership style, is a reasonably pleasant place to work. Staff members don 't have to worry about ambiguity, or about whether they'll get paid. As long as oversight is relatively civil - no screaming at people, no setting staff members against one another - things go along on an even keel. Good managers even try to foster friendly relationships with and among staff, because they make the organization work better.

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Leadership styles

- ❑ On the other hand, good management without a clear vision creates an organization with no sense of purpose. The organization may simply act to support the status quo, doing what it has always done in order to keep things running smoothly. That attitude neither fosters passion in staff members, nor takes account of the changing needs (and they do change) of the target population or the community. The organization may do what it does efficiently and well...but what it does may not be what it should be doing, and it won't be examining that possibility any time soon.

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Leadership styles

❑ Obviously, the leader of any organization - as well as any other administrator - has to be a manager at least some of the time. Many are in fact excellent managers, and keep the organization running smoothly on a number of levels. The issue here is the style that person adopts as a leader. If the leader sees management as the primary purpose, he/she's a managerial leader, and will have a very different slant on leadership than if the style is essentially democratic, for instance.



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Leadership styles

- ❑ 3. **Democratic.** A democratic leader understands that there is no organization without its people. The leader looks at his/her and others' positions in terms of responsibilities rather than status, and often consults in decision-making. While he/she solicits, values, and takes into account others' opinions, however, the leader sees the ultimate responsibility for decision-making as his/her own. The leader accepts that authority also means the buck stops with him. Although he/she sees the organization as a cooperative venture, he knows that he ultimately has to face the consequences of the decisions alone.

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Leadership styles

- ❑ Democratic leadership invites the participation of staff members and others, not only in decision-making, but in shaping the organization's vision. It allows everyone to express opinions about how things should be done, and where the organization should go. By bringing in everyone's ideas, it enriches the organization's possibilities. But it still leaves the final decisions about what to do with those ideas in the hands of a single person.
- ❑ Some models of democratic leadership might put the responsibility in the hands of a small group - a management team or executive committee - rather than an individual.

Lec.4**Leadership styles**

- ❑ **Effects on the organization.** Democratic leadership, with its emphasis on equal status, can encourage friendships and good relationships throughout the organization. (In more hierarchical organizations, clerical staff and administrators are unlikely to socialize, for instance; in a democratically-led organization, such socialization often happens.) It helps people feel valued when their opinions are solicited, and even more so if those opinions are incorporated into a final decision or policy.

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Leadership styles

- ❑ What a democratic leadership doesn't necessarily do - although it can - is establish staff ownership of the organization and its goals. Although everyone may be asked for ideas or opinions, not all of those are used or incorporated in the workings of the organization. If there is no real discussion of ideas, with a resulting general agreement, a sense of ownership is unlikely. Thus, democratic leadership may have some of the drawbacks of autocratic leadership - a lack of buy-in - without the advantages of quick and clear decision-making that comes with the elimination of consultation.

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Leadership styles

- ❑ 4. **Collaborative.** A collaborative leader tries to involve everyone in the organization in leadership. The leader is truly first among equals, in that he/she may initiate discussion, pinpoint problems or issues that need to be addressed, and keep track of the organization as a whole, rather than of one particular job. But decisions are made through a collaborative process of discussion, and some form of either majority or consensus agreement. Toward that end, a collaborative leader tries to foster trust and teamwork among the staff as a whole.

Lec.4**Leadership styles**

- ❑ A collaborative leader has to let go of the need for control or power or status if leader is to be effective.
- ❑ Leader's goal is to foster the collaborative process, and to empower the group - whether the staff and others involved in an organization, or the individuals and organizations participating in a community initiative - to control the vision and the workings of the organization.
- ❑ Leader must trust that, if people have all the relevant information, they'll make good decisions...and must make sure that they have that information, and provide the facilitation that assures those good decisions.

Lec.4**Leadership styles**

- ❑ **Effects on the organization. Collaborative leadership comes as close as possible to ensuring that members of the organization buy into its vision and decisions, since they are directly involved in creating them.**
- ❑ **It also comes closest to reflecting the concepts of equality and empowerment included in the philosophy and mission of so many grass roots and community-based organizations. It thus removes much of the distrust that often exists between line staff and administrators.**

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Leadership styles

- ❑ David Chrislip and Carl E. Larson identify **four characteristics** of the collaborative leader:
 - **Inspiring commitment and action.** The collaborative leader helps people develop the vision and passion to start and maintain the work.
 - **Leading as a peer problem solver.** The collaborative leader facilitates problem solving by modeling and teaching a process, and by helping others bring their experience and ideas to bear.
 - **Building broad-based involvement.** The collaborative leader invites everyone concerned into an inclusive process.

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Leadership styles

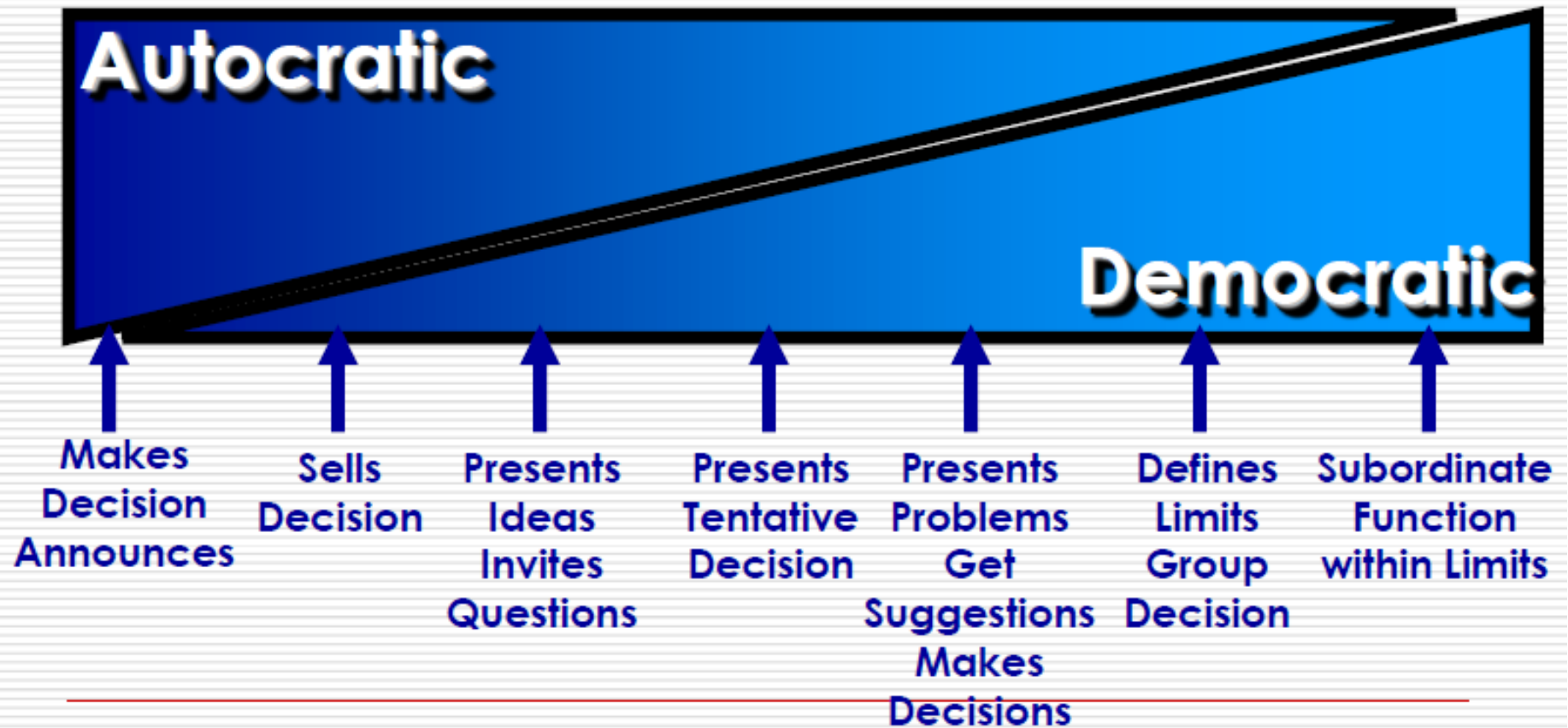
- **Sustaining hope and participation.** Reaching goals may take a long time. The collaborative leader both helps the group set interim goals so it can see progress, and, by example and in other ways, helps to maintain the passion and commitment to keep going when there's no end in sight.
- ❑ Collaborative leaders also generally foster close relationships among staff members, making for more communication and cross-fertilization in their work, and leading to more effective ways to accomplish the organization's goals.

Lec.4**Leadership styles**

- ❑ On the downside, management can be neglected in favor of building a collaborative organization. Even more to the point, collaborative decision-making can be excruciating. Depending upon the group, ideas can be talked to death, and insignificant disagreements about insignificant areas of policy can take hours to resolve.
- ❑ Collaborative decision-making can be democratic - based on a majority vote after discussion - or dependent on arriving at consensus, with a range of possibilities in between. Consensus decision-making is particularly difficult, in that it requires everyone to agree before a decision can be made.

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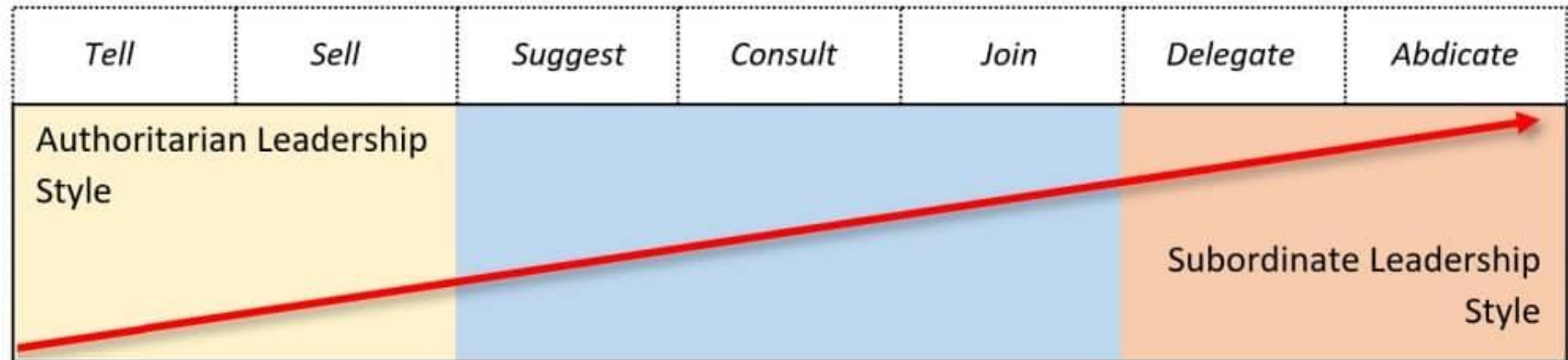
Leadership styles



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Leadership styles

Tannenbaum and Schmidt Continuum of Leadership



1. Leader makes all decisions and announces them after the fact.

2. Leader makes all decisions and tries to sell the benefits.

3. Leader develops ideas and invites questions from others.

4. Leader presents their choice but is open to change.

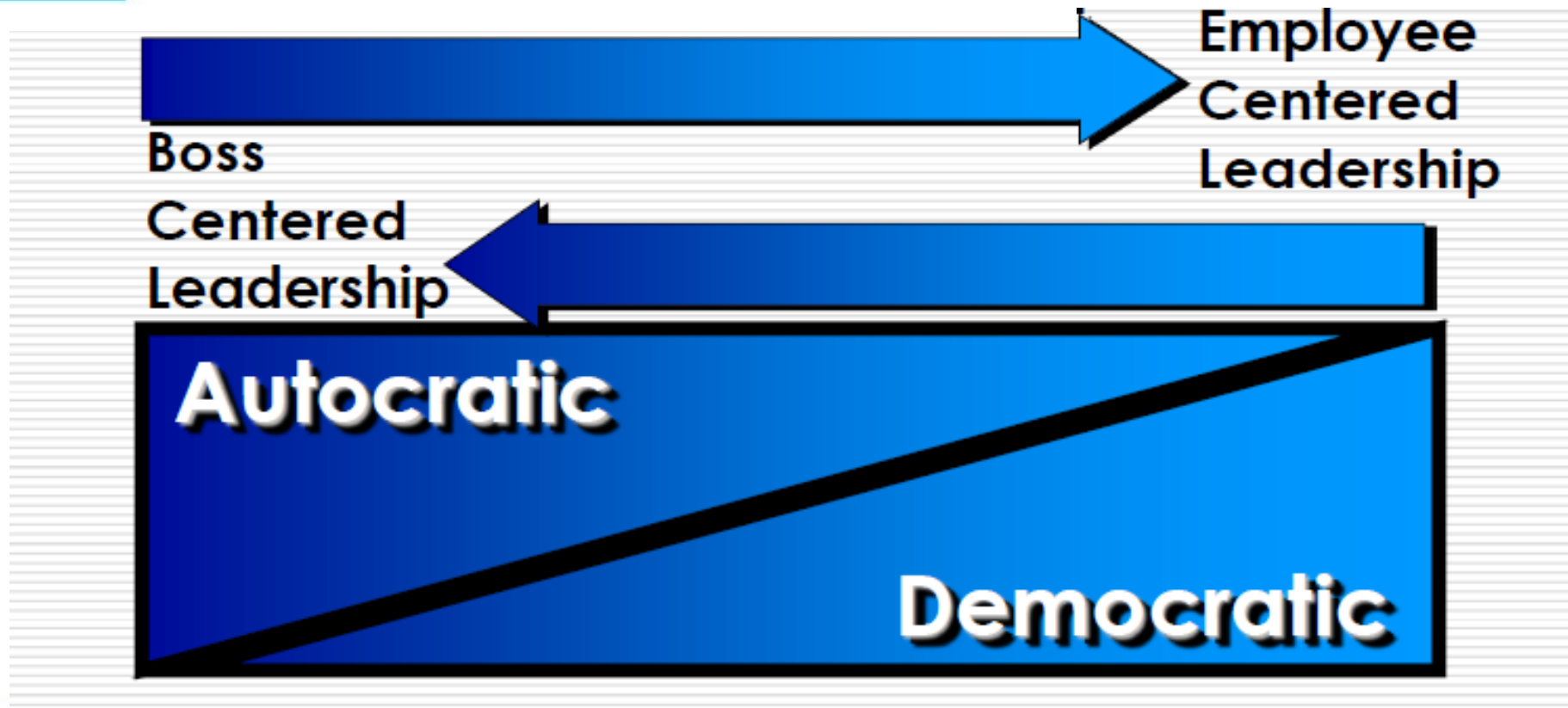
5. Leader presents problems, invites suggestions, makes decision.

6. Leader sets framework then asks group to make a final decision.

7. Leader allows group choice, with only constraints being those beyond the manager's control.

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Leadership styles



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**How do you determine what is an
appropriate style?**

Lec.4**What is an appropriate style?**

- ☐ It is probably true that any leader uses a range of different styles at different times.
- ☐ It is important to realize that different styles may be appropriate at different times, and for different purposes.
- ☐ In an emergency, no one would suggest sitting down and making a group decision about what to do. There has to be decisive action, and one person has to take it as soon as possible.
- ☐ Good leaders usually have a style that they consciously use most of the time, but they're not rigid. They change as necessary to deal with whatever comes up.

Lec.4**What is an appropriate style?**

- ❑ There are at least two other factors that have to be considered when choosing a leadership style.
- 1. Leadership style must be consistent with what people in the organization expect. You can try to change their expectations and perceptions of how an organization should be run - that's part of leadership - but you have to start by meeting them at least halfway, or you'll never get close enough to talk about it.

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What is an appropriate style?

- ❑ If you're trying to turn a system that's been autocratic into a collaborative one, you have to accept that most people in the system not only won't welcome the change, and that some won't even understand what you're suggesting. You also have to accept that they've probably developed their own methods of getting around the rigidity of the system that they'll continue to use, even if the system is no longer rigid.
- ❑ It can take a long time just to get your ideas across, and longer to help people overcome their suspicions and break old habits. A few may never be able to. You need patience, and the willingness to act occasionally in ways you'd rather not.

Lec.4**What is an appropriate style?**

2. Finally, your style needs to be consistent with the goals, mission, and philosophy of your organization. An organization cannot remain faithful to its mission if its internal structure is at odds with its guiding principles. An organization dedicated to empowerment of the target population, for instance, must empower its staff as well. For most grass roots and community-based organizations, this consistency would mean using some variation of a democratic or collaborative style.

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**How do you choose and develop
a leadership style?**

Lec.4**Develop a leadership style**

- ☐ What kind of leader do you want to be? Perhaps even more important, how would you be most effective as a leader? What kind of leadership style would be of the most benefit to your organization, and would allow you to be the best leader you could be?
- ☐ Most real leaders use a combination of styles.

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Develop a leadership style

- 1) **Start with yourself.**
- 2) **Think about the needs of the organization or initiative.**
- 3) **Observe and learn from other leaders.**
- 4) **Use the research on leadership.**
- 5) **Believe in what you're doing.**
- 6) **Be prepared to change.**

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Develop a leadership style

1) Start with yourself.

- Use what you know about your own personality, and about how you've exercised leadership in the past. Neither of these has to determine what you choose now - people can change, especially if they believe that what they've done before was ineffective or inconsistent with their values - but it's important to be honest with yourself about who you are. That honesty has **two aspects**:
First, be clear with yourself about what your natural tendencies and talents are.
Second, acknowledge and be true to your beliefs. If you have a real philosophical commitment to a particular leadership style, it will probably be easier for you to change your behavior to match that style than to live with knowing you're betraying your principles.

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Develop a leadership style

Some questions you might ask yourself to start:

- How great is my need to be in control?
- How willing am I to trust others to do their jobs?
- How patient am I?
- How organized am I?
- How good are my people skills? (Are you comfortable with other people? Do people seem to comfortable with you? When you're with others, do you spend most of your time talking? Listening? About even? Do people seek you out for help or advice? Do you consider yourself a good judge of people?)

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Develop a leadership style**2) Think about the needs of the organization or initiative.**

- An organization that responds to situations where it has to act quickly may need more decisive and directive leadership. Some groups may have an impassioned vision, but don't have the practical skills - financial management, scheduling, etc. - to achieve it.
- You can adapt most styles to most situations, but don't neglect the real needs of the organization in your calculations. You may need to practice a different style at the beginning from the one that you want to assume over the long term, in order to solve problems in the organization, or to get people on board.



3) Observe and learn from other leaders.

- Think about how leaders you've worked for or with exercised leadership. What were their styles, and were they effective? How did they handle different kinds of situations? How did they make you and others feel? Try to watch others in action, and talk to them about how they see what they do. What do you like about how they operate? What don't you like? What can you incorporate into your own style?
- Find a mentor. If there's a leader whom you particularly admire, and that person is accessible, talk with him/her about leadership issues - about how he/she perceives what he/she's doing, how he/she'd handle particular situations and why, etc.

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Develop a leadership style**4) Use the research on leadership.**

- There are lots of resources available on leaders and on both the theory and practice of leadership.
- They 'll give you a lot more ideas about leadership styles, and help you refine your own thinking about what leadership is and what kind of leader you'd like to be.

5) Believe in what you're doing.

- If you've thought it through carefully, and believe in the way you practice leadership, that will be projected to others. If you believe in yourself, they'll believe in you, too.

Lec.4**Develop a leadership style****6) Be prepared to change.**

- No matter how well you're doing, it's not perfect - it never is, and never will be. Be prepared to find for yourself or hear from others the negative as well as the positive, to consider it carefully and objectively, and to make corrections if necessary. That way, you can not only become a good leader, but continue to be one.

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Develop a leadership style

Finally, Leadership style depends on the leader's and organization's conception of what leadership is, and on the leader's choice of leadership methods. Depending how those fit together, a leader might adopt one of a variety styles, each reflected in the way the organization operates and the way its staff members relate to one another. Some (very stereotyped) possibilities:

- Autocratic - totally in control, making all decisions himself
- Managerial - concerned with the smooth operation, rather than the goals and effectiveness, of the organization
- Democratic - consulting with others, encouraging equality within the organization, but making final decisions herself
- Collaborative - sharing leadership, involving others in all major decisions, spreading ownership of the organization.

Lec.4**Develop a leadership style**

- ❑ Another way of looking at leadership is to categorize it as either transactional or transformational.
- ❑ Combining this view with that based on the four styles makes it easier to understand how leaders operate and make decisions. It also makes clear that different styles may be appropriate for different purposes, and that most leaders shift back and forth among several in the course of a day, even if there is one that characterizes them.
- ❑ You can choose and develop leadership styles and skills by assessing your own tendencies and talents; understanding the needs of the organization or initiative; observing other leaders and finding a mentor; believing in yourself, and being prepared to change.

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Conclusion

We learned about

☐ Styles of Leadership

1. Autocratic
2. Managerial
3. Democratic
4. Collaborative

☐ How do you determine what is an appropriate style?

☐ How do you choose and develop a leadership style?

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Thank You