

# When senior executives stop developing

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## Leadership Styles

- Autocratic (or Authoritarian)
- Democratic
- Laissez-Faire
- Situational Leadership



## Autocratic Leadership Style

A style of leadership that uses all decision-making. It is the center of the organizational hierarchy. Leaders with this style are often seen with no discussion or feedback.

- Notes:**
- Leader makes all decisions
  - One-way communication
  - Superior-subordinate
  - Workers have limited information

- Pros:**
- Clear instructions and goals
  - Quick decision-making
  - Clear responsibility
- Cons:**
- Low morale
  - Low motivation
  - No trust
  - Lack of communication
  - High turnover
  - Poor decision-making
  - No feedback

## Democratic

A leadership style that involves the leader participating in making decisions with employees.

- Notes:**
- Leader shares decisions
  - Two-way communication
  - Superior-subordinate
  - Workers have limited information
  - Clear instructions and goals
  - Quick decision-making
  - Clear responsibility

- Pros:**
- Clear instructions and goals
  - Quick decision-making
  - Clear responsibility
- Cons:**
- Low morale
  - Low motivation
  - No trust
  - Lack of communication
  - High turnover
  - Poor decision-making
  - No feedback

## Points to think about:

- What makes an older executive stop developing?
- Why do you think he puts in more effort on "people" in his organization?
- Do you think there is a difference between "leading" people and "managing" them? Explain your answer.



What does it mean to be a leader? It's not just about being in charge. It's about being a role model. It's about being someone who inspires others to do their best. It's about being someone who is willing to take responsibility for the actions of others. It's about being someone who is willing to listen to others and to learn from their mistakes. It's about being someone who is willing to be vulnerable and to show emotion. It's about being someone who is willing to be a servant leader. It's about being someone who is willing to be a coach. It's about being someone who is willing to be a mentor. It's about being someone who is willing to be a friend. It's about being someone who is willing to be a leader.

## 2.3 Leadership and Management

Leadership and Management	Notes
Management responsibilities	Plan, Organize, Staff, Direct, Control
Leadership responsibilities	Influence, Inspire, Motivate, Communicate

## Laissez-faire - "Let them do it"

A leadership style that involves the leader delegating most of the decision-making to employees.

- Notes:**
- Leader delegates most decisions
  - Minimal supervision
  - Workers have full autonomy
  - Clear instructions and goals
  - Quick decision-making
  - Clear responsibility

- Pros:**
- Clear instructions and goals
  - Quick decision-making
  - Clear responsibility
- Cons:**
- Low morale
  - Low motivation
  - No trust
  - Lack of communication
  - High turnover
  - Poor decision-making
  - No feedback

## Leadership: It is not a personality trait



## Situational Leadership Style

Effective leadership varies with the task at hand and situations. Leaders adjust their style to each situation.

- Notes:**
- The style of leadership used will depend on the task, the group's ability and their willingness to accept responsibility.
  - It can be confusing for some workers.

- Pros:**
- Flexible
  - Adaptable
  - Effective
- Cons:**
- Confusing
  - Inconsistent
  - Unpredictable

## Effectiveness of leadership styles

There is no one leadership style that is best in all circumstances and for all businesses. The style used will depend on many factors including:

- the training and experience of the workers and the degree of responsibility that are asking to take
- the nature of the tasks for completion and participation
- the management culture and business background of the manager
- the nature of the organization
- the responsibility of the team

Business leadership is becoming increasingly complex.

Leadership Style	Effectiveness
Autocratic	Low
Democratic	High
Laissez-faire	Low
Situational	High

## Fago

Fago is a leadership style that involves the leader delegating most of the decision-making to employees.

- Notes:**
- Leader delegates most decisions
  - Minimal supervision
  - Workers have full autonomy
  - Clear instructions and goals
  - Quick decision-making
  - Clear responsibility

- Pros:**
- Clear instructions and goals
  - Quick decision-making
  - Clear responsibility
- Cons:**
- Low morale
  - Low motivation
  - No trust
  - Lack of communication
  - High turnover
  - Poor decision-making
  - No feedback

## Leadership: what is the best leadership style?



## Academy



## Warren Bennis & Tony Hsieh





## 2.3 Leadership and Management

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<b>2.3 Leadership and management</b>	
The key functions of management	AO2
Management versus leadership	AO2
The following leadership styles: <ul style="list-style-type: none"><li>• autocratic</li><li>• paternalistic</li><li>• democratic</li><li>• laissez-faire</li><li>• situational</li></ul>	AO3
How ethical considerations and cultural differences may influence leadership and management styles in an organization	AO3



**LO:** To be analyse the leadership styles of current business leaders

### Success Criteria:

- Compare management and leadership
- Apply leadership theory to business leaders
- Analyse the impact the impact of leadership style on business variables

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# What type of leadership skills have you?

The screenshot shows the MindTools website interface. At the top left is the MindTools logo with the tagline 'Essential skills for an excellent career' and a crest. To the right are links for 'Join the Mind Tools Club', 'Login', and social media icons for Facebook, Twitter, LinkedIn, and RSS. A blue navigation bar contains links for 'Home', 'Join', 'Newsletter', 'Corporate Products', 'Toolkit', 'Blog', and 'More Resources'. Below the navigation bar, a breadcrumb trail reads 'You are here: Home / Leadership Skills / How Good Are Your Leadership Skills?'. On the left is a vertical 'Toolkit' menu with categories and counts: Leadership Skills (58), Team Management (247), Strategy Tools (124), Problem Solving (40), Decision Making (49), Project Management (61), Time Management (60), Stress Management (57), Communication Skills (126), and Creativity Tools (27). The main content area features an orange banner for 'Get the Free Newsletter' with a sign-up form for 'First name' and 'Email', a 'Privacy Policy' link, and a 'Subscribe' button. Below the banner is a social media share bar with icons for Facebook (107), Twitter, LinkedIn (892), Google+, and a plus sign (3.1K), along with an email icon. The article title 'How Good Are Your Leadership Skills?' is displayed, followed by 'By the Mind Tools Editorial Team' and a 'Print' button. On the right, there are images of various MindTools workbooks.

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# Leadership Task



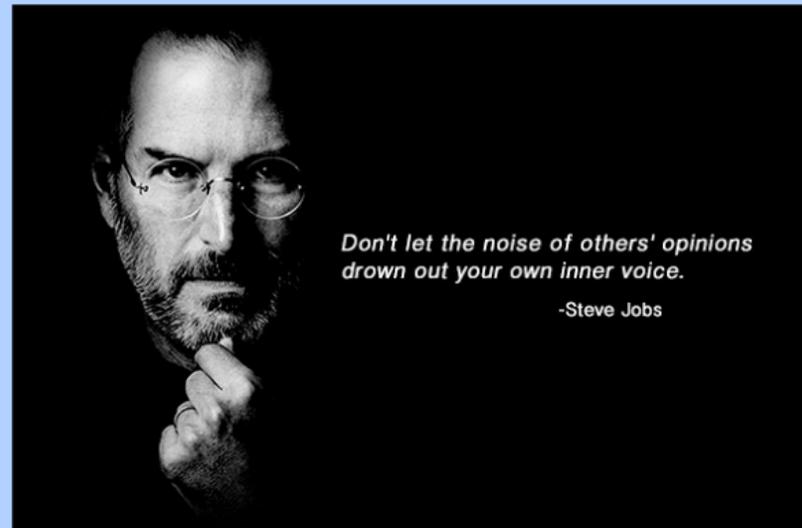
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Presentation Success Criteria:

## Background:

- Companies
- Success / Failures

## Main Body:

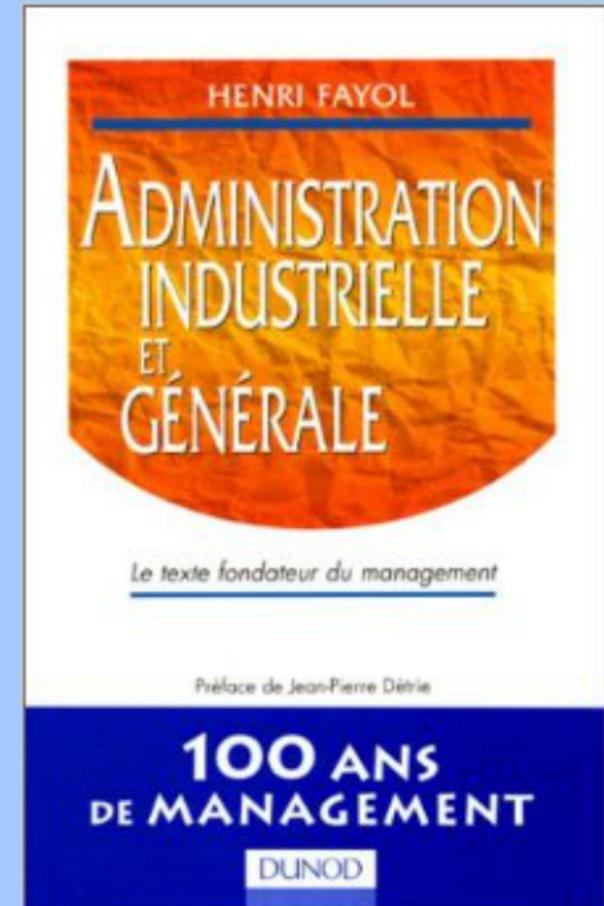
- Manager or leaders
- Leadership style (theory link)
- Links to organisational structure or workplace practices.r



# Fayol

**Henri Fayol** (a French economist - 1841 - 1925) suggested that the following are the key functions of management:

1. Setting objectives and **planning** - all good managers should think ahead.
2. **Organizing** resources to meet the objectives.
3. **Commanding** and **motivating** staff - this involves guiding, leading and overseeing of employees to ensure that organizational goals are met.
4. **Coordinating** activities - ensure that all sections or departments strive to achieve the main goals of the business.
5. **Controlling** and **measuring** performance against targets - responsible for performance therefore need to ensure it is met.



# *The functions of management*

A **manager** is responsible for setting objectives, organizing resources and motivating staff so that the organization's aims are met.

The chart below indicates key differences between leaders and managers:

## Leadership

- motivating and inspiring others
- innovators who encourage others to accept change
- stems from personal qualities or traits
- natural abilities and instincts
- believes in doing the right thing
- respected and trusted by followers - they want to follow because of the leader's personality
- creates and develops a culture of change.

## Management

- directing and monitoring others
- problem-solvers
- official position of responsibility in the organization
- skilled and qualified to perform the role
- believes in doing things right
- listened to by others because of status - not necessarily because of personality
- accepts and conforms to the "norms of the organization"

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The key functions of management are best explained by reference to Fayol, Handy, and Drucker.



## Objective:

Compare and contrast the different styles of leadership

## Success criteria:

- Definitions
- Key terms
- Advantages
- Disadvantages
- Organisational structure

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<http://padlet.com/bcleary2/leadershipandmanagement>