

1ST SEM
PRINCIPLES OF MANAGEMENT
DIRECTING & STAFFING

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Leadership Styles (or Types)



- 1) Autocratic (or Authoritarian) Leadership style.
- 2) Democratic (or Participative) Leadership style.
- 3) Laissez Faire (or Free Rein) Leadership style.
- 4) Bureaucratic (or rules centred) Leadership style.

1) Autocratic or Authoritarian Leadership style



- ❖ **THIS IS A LEADER ORIENTED STYLE.**
- ❖ **THE FOLLOWERS OR SUBORDINATES HAVE NO RIGHT TO EXPRESS THEIR OPINION.**
- ❖ **THE FOLLOWERS OBEY THE ORDERS OR COMMANDS OF THE LEADER.**
- ❖ **DOWNWARD COMMUNICATION IS FOLLOWED.**
- ❖ **TENDS TO CREATE HIGHLY STRUCTURED & VERY RIGID ENVIRONMENTS.**

AUTOCRATIC LEADERSHIP

- The leader holding so much power and decision-making authority.
- Decision-making process is centralized.
- Leaders do not entertain suggestions and initiatives from subordinates.
- Decision-making is fast, as only one person decides for the whole group
- By virtue of their position, the leader extensively monitor and scrutinize employees and determines policies, reward and punishment.

CHARACTERISTICS OF AUTOCRATIC LEADERSHIP

- Little or no input from group members
- Leaders make the decisions
- Group leaders dictate all the work methods & processes
- Group members are rarely trusted
- Relies on threats and punishment to influence employees
- Does not trust employees
- Does not allow for employee input



NEGATIVE SIDES OF AUTOCRATIC LEADERSHIP

- Autocratic style leaders will do whatever they feel is necessary to pursue their plans.
- They decide which group members should contribute
- Under autocratic leadership, subordinates are unhappy about the amount of control they could exercise over the decision-making process.
- The leader can threaten the stability of organization.
- Considering the notion of extended self-interest, subordinates more likely preferring to work with democratic leaders.

POSITIVE SIDES OF AUTOCRATIC LEADERSHIP

- Decisions is faster than democratic style of leadership
- It's commonly used in situations where control is necessary
- When conditions are dangerous, rigid rules can bring stability
- The only viable solution to social dilemma conflicts is the adoption of a coercive, non-democratic regime
- Hobbes (1651/1939) asserted that only strong central authority or leader figure can save society from the ruthless competition of selfish individuals.
- Social dilemma tragedies can be avoided if groups are willing to implement dictatorial solutions (Hardin, 2009)

CONCLUSION

- Autocratic leadership is the coercive type of leadership in which power concentrates in the hand of one person or a group of individual.
- Decisions and policies decided by the single leader without contribution of others.
- It good for the short term group stability and anarchy, but it has a reverse impact on the organization in the long term.

Democratic Leadership is the leadership style that promotes the sharing of responsibility, the exercise of delegation and continual consultation.

1. Manager seeks consultation on all major issues and decisions.
2. Manager effectively delegate tasks to subordinates and give them full control and responsibility for those tasks.
3. Manager welcomes feedback on the results of initiatives and the work environment.
4. Manager encourages others to become leaders and be involved in leadership development.

Let's work together to solve this. . .



Democratic Style of Leadership

Democratic leadership, also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process.

Features of Democratic Leadership Style

- ❖ The Power of Leadership is decentralized.
- ❖ The Leader takes decision in consultation with the followers or Subordinates.
- ❖ Two way communication is applicable.
- ❖ A good relation is established between the leader & followers.
- ❖ Emphasis is given on the ideology & thinking of the followers or subordinates.

Conclusion

This style of leadership is ideal for a leader who wishes to keep employees informed about matters that may affect them & who want employees to participate in problem solving & decision making. It is for leaders who want to provide continual opportunities for their followers to develop a sense of personal growth & job satisfaction & for leaders who would like to encourage collaboration & team building.



Nature of Traits and Skills

- Trait – Variety of individual attributes, including aspects of personality, temperament, needs, motives and values
- Skill – The ability to do something in an effective manner

LAISSEZ-FAIRE STYLE

- Laissez-faire style of leader is passive.
- He only act as a contact man, i.e. he provides information and resources to his subordinates.
- He believes that the subordinate will work best if they are left alone.
- He provides them complete freedom to take their own decisions.
- He allows them to set their own goals and to solve problems on their own.
- The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs.

THE LAISSEZ-FAIRE ("LET DO") LEADER

- In this style, power and decision making is entrusted to subordinates. Its features are:
 - Leaders use very little power and control.
 - Subordinates have complete freedom to make decisions with decentralized authority and responsibility. They are independent to make decisions.
 - Subordinates set their own path

Features of Laissez Faire Leadership Style



- The Leader Perform the role of an advisor.
- Liberal Control system is applied.
- Open communication process is in operation
- Delegation of authority is made to its full extent.
- Freedom of expression of opinion & doing work freely are recognized.
- The followers or subordinates take the decision.

Conclusion



It is important to note that this leadership style requires an able leader. This is because the leader must select a strong team to do the required job. Selected members must also be loyal , well trained & committed. After selecting the group, the leader must keep members enthusiastic & motivated. Failing to do this will result in missed targets & the team will work inefficiently

Bureaucratic leader

Manages by the "book"

This type of leadership has no space to explore new ways to solve problems

- ◉ Manager following such style follows rules and formalities of the organization.
- ◉ He does not believe in new ideas.
- ◉ He wants his subordinates to follow all his orders.
- ◉ This leadership style results in red tapism and unwanted paper work.

Universities, hospitals, banks and government usually require this type of leader to ensure quality, increase security and decrease corruption.

Bureaucratic Leadership



- It is a system of management whereby employees are made to follow specific rules & lines of authority created by the superiors.
- In this leadership style , the functions of the leaders are based on official regulations fixed by higher authorities within the organization.
- This style of management is also very effective when used in companies that do not require much innovations or creativity from the employees.

When to use Bureaucratic

- Performing routine tasks
- Need for standards/procedures
- Use of dangerous or delicate equipment
- Safety or security training being conducted
- Tasks that require handling cash



Who are Bureaucratic Leaders?



High

Concern for People

**Country Club
Management**

**Team
Management**

**Middle-of-the-Road
Management**

Low

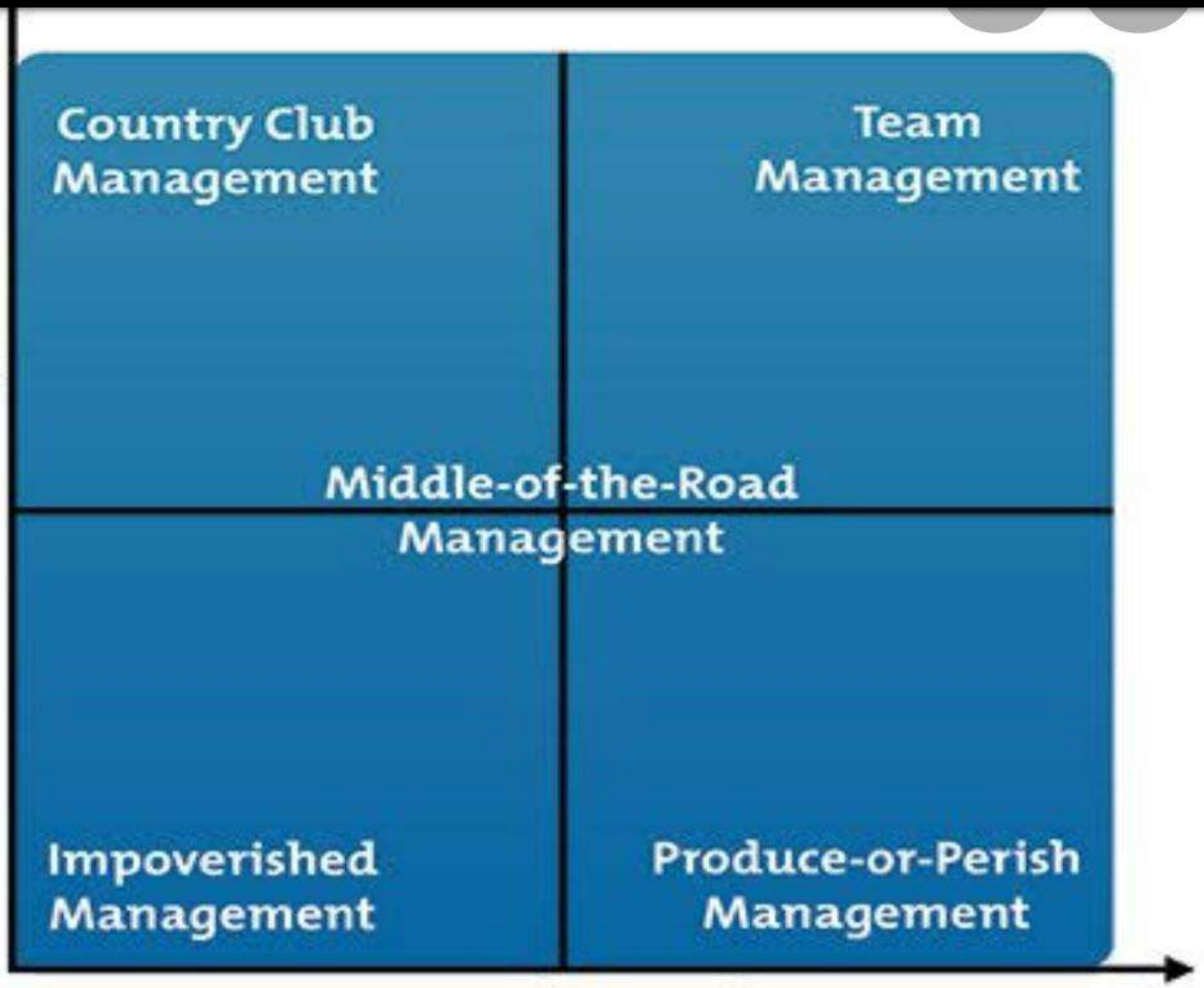
**Impoverished
Management**

**Produce-or-Perish
Management**

Low

Concern for Results

High



Behavioral leadership model developed by Robert R. Blake and Jane Mouton.

This model originally identified five different leadership styles based on :-

- **Concern for people**-the degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task
- **Concern for production.** The degree to which a leader emphasizes organizational efficiency and high productivity when deciding how best to accomplish a task

Skills

Stogdill's Review of the Research

TABLE 7-2 Findings in Early Research on Leader Traits and Skills

<i>Traits</i>	<i>Skills</i>
Adaptable to situations	Clever (intelligent)
Alert to social environment	Conceptually skilled
Ambitious, achievement oriented	Creative
Assertive	Diplomatic and tactful
Cooperative	Fluent in speaking
Decisive	Knowledgeable about the work
Dependable	Organized (administrative ability)
Dominant (power motivation)	Persuasive
Energetic (high activity level)	Socially skilled
Persistent	
Self-confident	
Tolerant of stress	
Willing to assume responsibility	

Source: Based on R. M. Stogdill, *Handbook of Leadership: A Survey of the Literature* (New York: Free Press, 1974).