

LEADERSHIP STYLES FOR MANAGING CORPORATE RESOURCES

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ABSTRACT

There are various leadership styles within a management organization for managing its resources, and for optimizing their utilization. The characteristics of the leader will affect the style of leadership they will use. Different styles of leadership are needed for various situations. This paper provides an analytical framework for the common leadership styles, when they are effective and when they are ineffective.

INTRODUCTION

Leadership can be defined in different ways according to the person's personality, style of management, and motivation. As commented by Mary Bast, "Leadership occurs when a person attempts to motivate and guide a group of people to complete specific tasks or reach certain goals" (Out of the Box Breakthroughs Website). A leader is one who influences others to achieve a common goal. Leading includes setting the direction and creating a vision for the organization, and leaders keep people focused on moving the organization toward its vision, motivating them to overcome any obstacles that lie in the way.

The purpose of this paper is to investigate the relationships between characteristics of leadership styles. "Outstanding leaders combine good strategic substance and effective interpersonal processes to formulate and implement strategies that produce results and sustainable competitive advantages" (Bateman & Snell, 2004, p. 366). Some common traits of a good leader are self-confidence, creativity, good communication skills, and the ability to inspire and motivate others, the ability to make decisions, a desire to lead, and influence others.

LITERATURE REVIEW

Leadership style is the way we come across to others when we attempt to

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influence. While there are many leadership styles, three are well known. These leadership styles are autocratic, democratic, and laissez-faire. Other leadership styles are bureaucratic, maintenance theory X, motivation theory Y, situational leadership, and the Enneagram-nine leadership styles. There are many ways to lead, and every leader has his/her own style.

Autocratic leaders tend to have complete control over the decision making process. "Autocratic leadership is a form of leadership in which the leader makes decisions on his/her own and then announces those decisions to the group" (Bateman & Snell, 2004, p. 374). The autocratic leader dominates the group to a single objective. It is one in which the manager retains as much power and decision-making authority as possible. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments. This leader possesses characteristics of telling individuals what to do, limit discussions on ideas, and no teamwork involved (Leadership Styles Website).

The democratic leader consults his/her group in making decisions while still being in control. Democratic leadership is a form of leadership in which the leader solicits input from subordinates. He/she also allow his/her team to decide how the task will be completed and who will complete each task. The democratic leader keeps his or her employees informed about everything that affects their work and shares decision making and problem solving responsibilities. He motivates his team to direct themselves and guides them with a loose reign. This leader possesses characteristics of teamwork and involves group members in planning and carrying out activities (Leadership Styles Website).

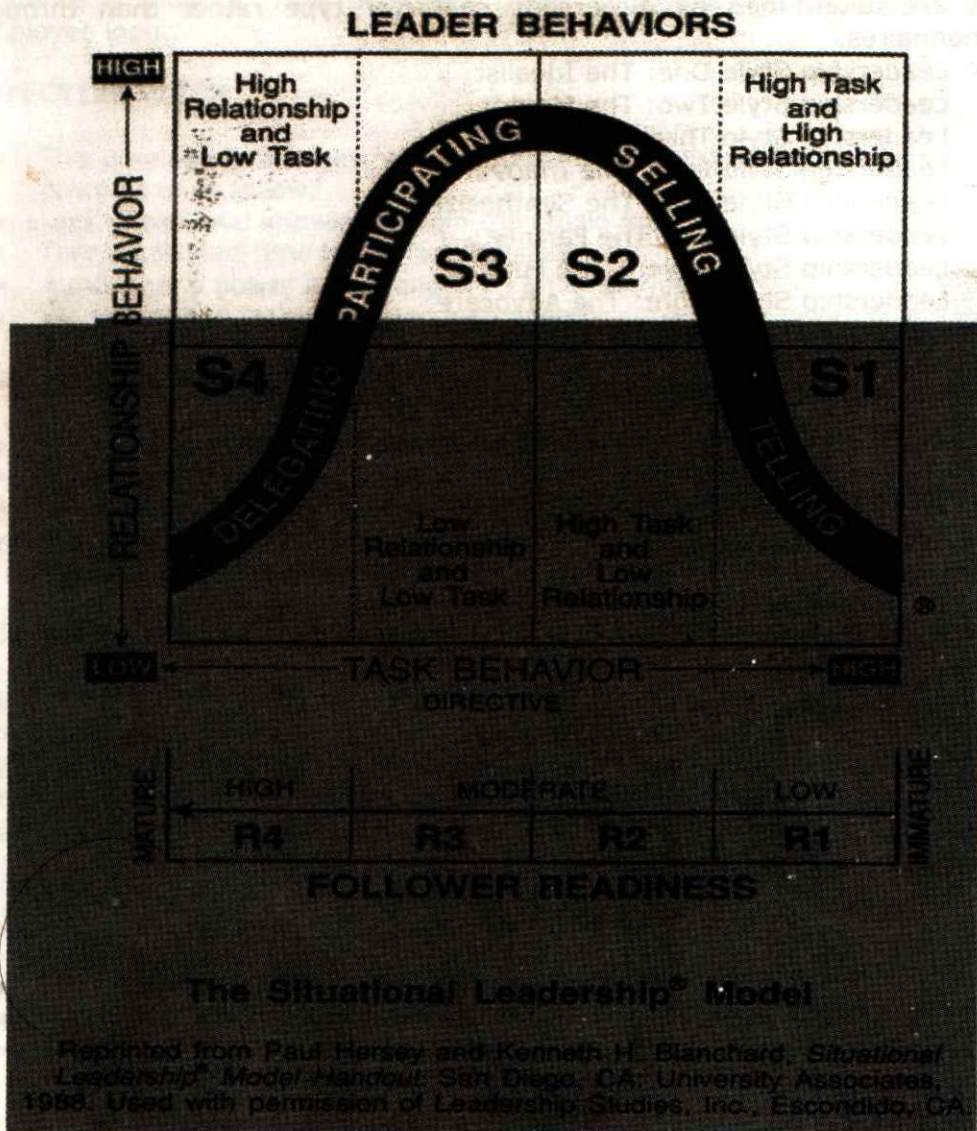
The leader that tends to rely on the input and decisions of his/her team or group follows the style of Laissez-faire. "Laissez-faire is a leadership philosophy characterized by an absence of managerial decision making," meaning there is a lack of decision making from the leader. Laissez-faire type leaders exercise little control over their group, making them figure out their own tasks and roles. This leader possesses characteristics of little or no direction to groups or individuals and does not seem to be in charge (Leadership Styles Website).

Bureaucratic leadership is where the manager manages by the book. Everything must be done according to the procedure or policy (Leadership Styles Website). They act as a police officer rather than a leader. He or she enforces the rules.

Maintenance theory X leadership style has characteristics of not wanting to work, taking no responsibility, motivated to work with money, and no desire

to grow professionally. The opposite of these characteristics is associated with the motivation theory Y leadership style. The motivation theory Y has characteristics of finding work as a natural thing to do, responsible, goal driven, self-actualization, and internal need to grow as a professional.

Situational Leadership model was developed by Paul Hersey and Kenneth Blanchard. The chart as displayed below describes the bell shaped curve that passes through four quadrants.



The X axis of the model represents task behavior, which is the degree to which the manager directs subordinates' behaviors and tasks; and the Y axis represents relationship behavior, which is the degree to which the manager supports human factors such as morale, teamwork, and communication.

The Enneagram is the single most powerful tool I have encountered to help leaders face and work through their limitations in order to achieve their full potential (Out of the box Breakthrough Website). The following leadership styles are determined by a persons character type rather than through questionnaires.

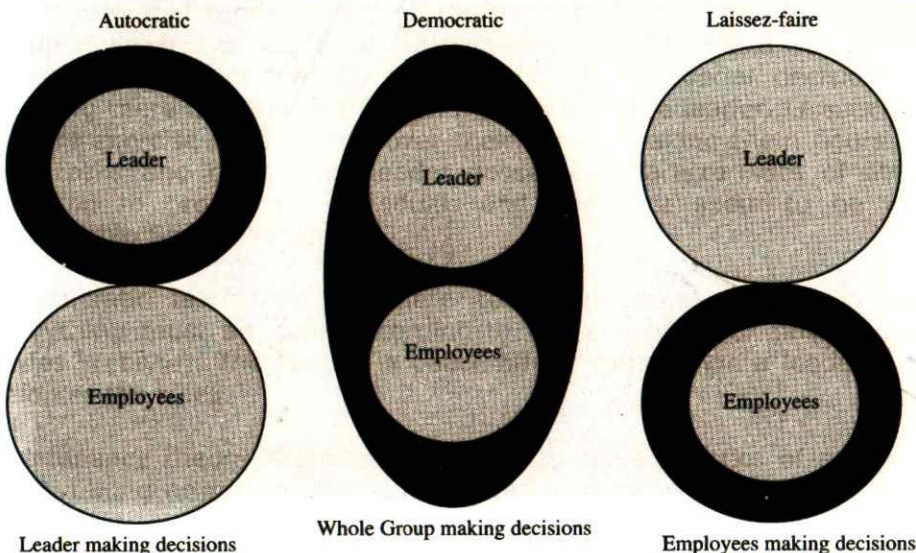
- Leadership Style One: The Idealist
- Leadership Style Two: The Mentor
- Leadership Style Three: The Star
- Leadership Style Four: The Innovator
- Leadership Style Five: The Synthesizer
- Leadership Style Six: The Partner
- Leadership Style Seven: The Futurist
- Leadership Style Eight: The Advocate
- Leadership Style Nine: The Diplomat

PROBLEM FORMULATION, THEORETICAL FRAMEWORK, COMPREHENSIVENESS

Displayed below are the three styles of leadership: Autocratic, Democratic, and Laissez-faire.

Chart displayed is from:

<http://www.nwlink.com/~donclark/leader/leadstl.html>



The different styles of leadership may be needed for different situations and each leader needs to know and understand which approach to take to be most effective. The following information further explains when the leadership styles are effective and ineffective.

AUTOCRATIC LEADERSHIP STYLE

Studies have shown that autocratic leaders rely on threats and punishment to influence employees. They don't trust their employees and don't allow for employee input.

EFFECTIVE WHEN

- The employees are new and are unsure of which tasks to perform or procedures to follow,
- Lack of skill and knowledge from the employees,
- There is limited time to make a decision,
- A manager's power is challenged by an employee, or
- Work needs to be coordinated with another department or organization.

INEFFECTIVE WHEN

- The employees become resentful and fearful,
- The group wants an element of spontaneity in their work,
- The employees expect their opinions to be heard, or
- There is low employee morale (Styles of Leadership Website and Leadership Styles Website).

DEMOCRATIC LEADERSHIP STYLE

Democratic leadership can produce high quality and high quantity work. The democratic leader develops plans to help employees evaluate their own performance and encourages employees to take part in professional development. The employees are also goal driven to succeed in the organization.

EFFECTIVE WHEN

- Time is available,
- The group is motivated,
- The leader wants to encourage team building and participation
- There is a large or complex problem that requires lots of input to solve, and

- The leader wants to provide opportunities for employees to develop a high sense of personal growth or job satisfaction.

INEFFECTIVE WHEN

- The group is not motivated,
- There is a time constraint, or
- There is low skill or knowledge within the employees involved (Styles of Leadership Website and Leadership Styles Website).

LAISSEZ-FAIRE LEADERSHIP STYLE

Laissez-Faire leadership style gives the employees all authority and power to determine goals, make decisions, and resolve problems on their own.

EFFECTIVE WHEN

- The employees are highly skilled, experienced, and educated,
- There is a routine that is familiar to the employees, or
- The employees have a sense of pride in their work and the drive to succeed.

INEFFECTIVE WHEN

- The group is unmotivated,
- There is conflict within the group, or
- When the manager is unable to give feedback on the progress of their work or how well they are doing (Styles of Leadership Website and Leadership Styles Website).

BUREAUCRATIC LEADERSHIP

EFFECTIVE WHEN

- The employees are performing routine tasks over and over,
- The employees understand certain standards or procedures,
- The employees are working with dangerous or delicate equipment that requires a definite set of procedures to operate, or safety or security training is being conducted.

INEFFECTIVE WHEN

- The employees lose their interest in their jobs and in their fellow workers or
- The employees do only what is expected of them and no more (Styles of Leadership Website and Leadership Styles Website).

ANALYSIS AND INTERPRETATION

The questionnaire contains statements about a person's leadership beliefs. There are many surveys that managers are able to use to determine their own leadership style. This is a sample survey found at <http://www.nwlink.com/~donclark/leader/survstyl.html> . In order to assess the leadership styles of a manager, this questionnaire was given to him/ her. (The identity of the person has been kept anonymous.)

Leadership Style Survey

		Almost Always True	Frequently True	Occasionally True	Seldom True	Almost Never True
1.	I always retain the final decision making authority within my department or team.	5	4	3	2	1
2.	I always try to include one or more employees in determining what to do and how to do it. However, I maintain the final decision making authority.	5	4	3	2	1
3.	I and my employees always vote whenever a major decision has to be made.	5	4	3	2	1
4.	I do not consider suggestions made by my employees as I do not have the time for them.	5	4	3	2	1

5.	I ask for employee ideas and input on upcoming plans and projects.	5	4	3	2	1
6.	For a major decision to pass in my department, it must have the approval of each individual or the majority.	5	4	3	2	1
7.	I tell my employees what has to be done and how to do it.	5	4	3	2	1
8.	When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my employee's advice.	5	4	3	2	1
9.	To get information out, I send it by email, memos, or voice mail; very rarely is a meeting called. My employees are then expected to act upon the information.	5	4	3	2	1
10.	When someone makes a mistake, I tell them not to ever do that again and make a note of it.	5	4	3	2	1

11.	I want to create an environment where the employees take ownership of the project. I allow them to participate in the decision making process.	5	4	3	2	1
12.	I allow my employees to determine what needs to be done and how to do it.	5	4	3	2	1
13.	New hires are not allowed to make any decisions unless it is approved by me first.	5	4	3	2	1
14.	I ask employees for their vision of where they see their jobs going and then use their vision where appropriate.	5	4	3	2	1
15.	My workers know more about their jobs than me, so I allow them to carry out the decisions to do their job.	5	4	3	2	1
16.	When something goes wrong, I tell my employees that a procedure is not working correctly and I establish a new one.	5	4	3	2	1

17.	I allow my employees to set priorities with my guidance.	5	4	3	2	1
18.	I delegate tasks in order to implement a new procedure or process.	5	4	3	2	1
19.	I closely monitor my employees to ensure they are performing correctly.	5	4	3	2	1
20.	When there are differences in role expectations, I work with them to resolve the differences.	5	4	3	2	1
21.	Each individual is responsible for defining their job.	5	4	3	2	1
22.	I like the power that my leadership position holds over subordinates.	5	4	3	2	1
23.	I like to use my leadership power to help subordinates grow.	5	4	3	2	1
24.	I like to share my leadership power with my subordinates.	5	4	3	2	1

25.	Employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives.	5	4	3	2	1
26.	Employees will exercise self-direction if they are committed to the objectives.	5	4	3	2	1
27.	Employees have the right to determine their own organizational objectives.	5	4	3	2	1
28.	Employees seek mainly security.	5	4	3	2	1
29.	Employees know how to use creativity and ingenuity to solve organizational problems.	5	4	3	2	1
30.	My employees can lead themselves just as well as I can.	5	4	3	2	1

In the fill-in lines below, mark the score of each item on the questionnaire. For example, if you scored item one with a 3 (Occasionally), and then enter a 3 next to Item One. When you have entered all the scores for each question, total each of the three columns.

Item	Score	Item	Score	Item	Score
1	<u> 3 </u>	2	<u> 4 </u>	3	<u> 3 </u>
4	<u> 1 </u>	5	<u> 4 </u>	6	<u> 4 </u>
7	<u> 4 </u>	8	<u> 2 </u>	9	<u> 4 </u>
10	<u> 1 </u>	11	<u> 4 </u>	12	<u> 3 </u>
13	<u> 2 </u>	14	<u> 3 </u>	15	<u> 4 </u>
16	<u> 4 </u>	17	<u> 4 </u>	18	<u> 5 </u>
19	<u> 5 </u>	20	<u> 4 </u>	21	<u> 2 </u>
22	<u> 1 </u>	23	<u> 3 </u>	24	<u> 2 </u>
25	<u> 1 </u>	26	<u> 3 </u>	27	<u> 2 </u>
28	<u> 1 </u>	29	<u> 4 </u>	30	<u> 4 </u>
TOTAL	<u> 23 </u>	TOTAL	<u> 35 </u>	TOTAL	<u> 33 </u>
	Authoritarian Style		Participative Style		Delegative Style
	(autocratic)		(democratic)		(free reign)

According to the survey he/ she completed, he/ she would be considered using the Democratic Leadership Style. He/ she characteristics of participation of employees in the decision making process, teamwork and communication among employees, and goal oriented, developing a plan for the employees to achieve.

CONCLUSIONS

The leadership behaviors are related to task performance, group maintenance, and employee participation. "Task performance behaviors are the leader's efforts to ensure that the work unit or organization reaches its goals. In exhibiting group maintenance behaviors, leaders take action to ensure the satisfaction of group members, develop and maintain harmonious work relationships, and preserve the social stability of the group" (Bateman & Snell, 2004, p. 373). Successful leaders are respected by their employees through the actions that they take.

Qualities such as decisiveness, drive, toughness, passion, integrity, a balance of optimism and realism, a willingness to delegate appropriately, and an ability to motivate the team and every employee are displayed within a successful leader. It is the choice of the individual and organization to determine which model of leadership they would like to pursue; the servant-leader, the coach, or the team player to unleash the potential of their people.

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