

Here are Leadership Styles to select from...

## **Twenty Leadership Styles**

### **1. The Autocratic Leadership Style**

One leadership style dimension has to do with control and one's perception of how much control one should give to others. For example, the laissez faire style implies low control, the autocratic style requires high control while the participative one lies somewhere in between. Kurt Lewin (1939) called these styles: authoritative, participative (democratic) or delegative (Laissez Faire).

### **2. Bureaucratic Leadership**

An autocrat does not require a bureaucracy, but the autocrat and the bureaucracy goes together like a hand and glove. One reason has to do with obedience to authority. In fact, one can make an argument that in large groups such as the multinational corporations and government agencies authority is the most common type of influence used.

### **3. The Coaching Style**

A great coach is definitely a leader who also possess a unique gifts ability to teach and train. They groom people to improve both knowledge and skill.

### **4. Cross-Cultural Leadership**

Not all individuals can adapt to the leadership styles expected in a different culture whether that culture is organizational or national. In fact, there is some evidence that American and Asian Leadership Styles are very different, primarily due to cultural factors.

### **5. Emergent Leadership**

Contrary to the belief of many, groups do not automatically accept a new “boss” as leader. Emergent leadership is what you must do when one taking over a new group.

## **6. The Leader Exchange Style**

Sometimes known as leader-member exchange, the style involves the exchange of favors between two individuals. An exchange can be hierarchical between the bosses and subordinate or occur between two individuals of equal status. For this leadership style to work, you need to know how to develop, maintain and repair relationships.

## **7. The Laissez Faire Leadership Style**

The style is largely a “hands off” view that tends to minimize the amount of direction and face time required. Works well if you have highly trained highly motivated direct reports.

## **8. Situational Leadership**

In the 1950s, management theorists from Ohio State University and the University of Michigan published a series of studies to determine whether leaders should be more task or relationship (people) oriented. The importance of the research cannot be overestimated since leaders tend to have a dominant style; a leadership style they use in a wide variety of situations.

Surprisingly, the research discovered that there is no one best style: leaders must adjust their leadership style to the situation as well as to the people being led. Hershey and Blanchard’s Model of Situational Leadership. Going back to the 1970s, the model primarily focuses on the nature of the task as the major variable in choosing your style. In this model, there are four options: telling, selling, participating and delegating.

## **9. Strategic Leadership**

This is practiced by the military services such as the US Army, US Air Force, and many large corporations. It stresses the competitive nature of running an organization and being able to out fox and outwit the competition.

## 10. Team Leadership

A few years ago, a large corporation decided that supervisors were no longer needed and those in charge were suddenly made “team leaders.” Today, companies have gotten smarter about how to exert effective team leadership, but it still takes leadership to transition a group into a team.

## 11. Facilitative Leadership

Anyone who runs a meeting can employ this special style. Rather than being directive, one using the facilitative leadership style uses a number of indirect communication patterns to help the group reach consensus.

## 12. Influence Leadership Styles



### Nine Spheres Model: The Elements of Social Influence

Here one looks at the behaviors associated how one exercises influence. For example, does the person mostly punish? Do they know how to reward?

## 13. The Participative Leadership Style

It is hard to order and demand someone to be creative, perform as a team, solve complex problems, improve quality, and provide outstanding customer service. The participative style presents a happy medium between over controlling (micromanaging) and not being engaged and tends to be seen in organizations that must innovate to prosper.

## 14. The Servant Leadership Style

Some leaders have put the needs of their followers first. For example, the motto of the Los Angeles Police Department, “To Protect and Serve.” reflects this philosophy of service. Nevertheless, one suspect’s servant leadership are relatively rare in business. It is hard to imagine a CEO who puts the needs of employees first before the needs of the stockholders and the bankers.

Since transformational leaders to take their followers into the light or into the darkness, it is helpful to have a set of values that uplift, rather than destroy. One such set of values known as servant leadership. While this leadership style has been around for thousands of years, the American Robert Greenleaf coined the term servant leader in 1970 in his book *The Servant as Leader*.

This style rests on a set of assumptions (Greenleaf, 1983). In this case, it is not the leader who benefits most, it is the followers. We have leaders not acting selfishly, but socially. A second aspect to this is an orientation toward service with a primary orientation toward using moral authority. Finally, the approach emphasizes certain positive values such as trust, honesty, fairness and so on.

## **15. The Transformational Leadership Style**

The primary focus of the transformational leadership style is to make change happen in:

- Our Self,
- Others,
- Groups, and
- Organizations

The transformational style requires a number of different skills and is closely associated with two other leadership styles: charismatic and visionary leadership.

## **16. The Charismatic Style**

So do you need the charismatic leadership style? The answer is no. One can be a small cog in the great machine. However, if you want to be a leader, if you want to have followers, if you want to do anything great, you had better have it. Transformational leaders need a bit of charisma. However, if you are in a large

bureaucratic organization, you can use your authority and the power associated with the position. Indeed, most people in large organizations lack charisma.

## 17. The Visionary Leadership Style

A symbol of the concept of Manifest Destiny—a strong held national belief (at the time) that opportunity lay on the West coast—primarily to California. It became a vision for many.

Visionary leader often are able to capture the yearnings of the in statements such as the example below:

The “vision thing” is something all great leaders have. It was seen throughout history in the great ones. For example, Alexander the Great clearly had a vision of how to make an empire work. Visionary leadership has many different elements to it.

It is surprising how few leaders really have a clear view of what is happening socially or economically in their industry, nation or globally. In one respect, you might say they are blind. Leaders need a vision, but great leadership turns that vision into reality. So remember:

## 18. Transactional Leadership

The approach emphasizes getting things done within the umbrella of the status quo; almost in opposition to the goals of the transformational leadership. It is considered a “by the book” approach in which the person works within the rules. As such, it is more commonly seen in large, bureaucratic organizations where political considerations are part of daily life.

## 19. Level 5 Leadership

Jim Collins coined this term in his book *Good to Great: Why Some Company's Make the Leap and Other Don't*. As Collins says in his book, “We were surprised, shocked really, to discover the types of leadership required for turning a good company into a great one.” What he seems to have found is what *The Economist* calls, “The Cult of the Faceless Boss.”

## 20. Primal Leadership Style

It would seem that just when you have it all sorted out, someone invents a new set of labels. Goleman's model of leadership is a relatively recent addition to the pantheon of leadership style. In this case, it is Daniel Goleman. A psychologist who can write in more scholar English, he was one of the major people who popularized Emotional Intelligence and then followed it up with a book called "Primal Leadership" worth looking at. It is based on the application of emotional intelligence to leadership. The six leadership styles one can use are:

- coaching,
- pace setting,
- democratic,
- affiliative,
- authoritative and
- coercive.