

# Leadership Styles in Managing People

Savneet Kaur

Savneetkang82@gmail.com

**Abstract**— Leadership means directing and motivating the employees and directing them towards achieving the organisational and personal objectives. Management is the way of achieving the goals that can add value to the organisation. In today's competitive environment, management and leadership go hand in hand. They help the employees to achieve the competitive advantage over their competitors. It is very difficult to find both the qualities of a successful manager and a charismatic leader, thus the organisations invests in both. This paper deals with the role and importance of the leaders in an organisation. The role of the managers and the leaders are also compared. And finally, different leadership styles are discussed.

**Keywords**— Leadership styles, managers, change agents, leadership traits, leadership & management.

## I. INTRODUCTION

Leadership is the process of influencing the thoughts, attitudes and behaviour of others and create an urge in them to be lead [6]. Leaders direct the efforts of the group into a particular direction thus reducing the possibilities of conflicts in an organisation. A leader has to create the vision, mission and the strategy for the working of the organisation. Then he has to communicate the vision, mission and the strategy to the employees of his department. A leader then motivates the group to work towards achieving the objectives. The leader also helps the organisation to grow and adapt to the changing circumstances.

### Nature of Leadership

Sometimes the leadership is confused with personal styles. The following points put a light on the leadership [9]:

- Leadership is getting things done through others. The leader works towards motivating others to achieve the organisational objective.
- There are certain qualities like enthusiasm, integrity, intelligence, sense of direction, etc. in the leaders which makes him a successful leader. It is believed that leaders are psychologically better in making judgements.
- Leadership is not a personality trait, but a trait which is closely related to leadership is charisma. It is a trait that influences employees to take early decisions as they say "a leader is born and not made".
- Leadership is not just the set of behaviours but leadership is delegating and inspiring for providing vision. It involves interpersonal relationships between a leader and a subordinate. The good behaviour of the leader raises the morale of the employees and builds their confidence.

- Leadership is also affected by the situation faced by the leader. A good leader can mould himself as per the needs of a particular given situation.
- Generally, leaders are considered those persons whom people like and want to follow. The people tend to follow a person whom they think can provide them with the means for achieving their personal desires, wants and needs.

### Importance of Leadership

Leadership is one of the important functions of management as it helps in maximising the efficiency of employees and achieving the organisational goal. Following points shows the importance of the leaders in the organisation [2]:-

#### • Helps in initiating action

A leader communicates the plans and policies to his subordinates and pushes them to start working on the objectives from the point where the work starts.

#### • He motivates

As discussed earlier also, the leader motivates the employees his subordinates with economic or non-economic rewards and creates an urge to achieve their target.

#### • He provides assistance

A leader provides guidance along with the supervising the work of his subordinates. He shows the proper channel to opt in order to achieve the work target.

#### • Builds confidence

A leaders helps in building confidence in the employees by explaining the clear role of a person in achieving the goal and telling him the path to achieve it. He also spends time listening to the employee grievances.

#### • Helps building morale

A leader boosts the morale of the employees by showing his co-operation which helps them perform best to their ability and work towards achieving their individual or organisational goal.

#### • Creates friendly work environment

If the work environment is healthy, it promotes the quality of the work performed by the employees. The leader always keeps interpersonal relations in mind while dealing with the subordinates. He's always willing to solve the problems of others and treat employees on humanitarian grounds.

#### • Co-ordination

A leader always achieves co-ordination by reconciling personal interests with organisational goals. And a leaders primary motive is to achieve synchronisation among the two of these.

### Role of Leadership and Management in an organisation

Management deals with forming groups and working towards achieving organizational objectives. It deals with planning, organizing, staffing, directing, coordinating, budgeting and controlling [1]. It integrates the employees to accomplish the given objectives with the limited available resources. Leadership establishes a harmonious and focused team which works towards achieving the organisational objectives. A good leader helps his team to adapt to the changing circumstances and encourages the morale of his employees. Thus, both management and leadership involve working with groups and influencing the individuals who share a common objective to work towards attaining the same. There are different leadership styles and not every leadership style is suited to every organizational strategy. Thus it is very important to perceive both leadership and management in a correct sense in order to make relevant decisions like what sort of leadership style should be used or where the market orientation lies must be figured out without any confusion.

### 2. Manager vs. Leader

The scope and role of managers has undergone tremendous change and the re-invented management has resumed its rightful place as a core driver of organisational performance [3]. When someone influences others to change the adopted direction in order to achieve the goals he's performing a leadership function and it is immaterial whether its top-down or bottom-up. To achieve the competitive advantage, it is important to coordinate the management with leadership. The leader sets a direction and envisions the future position of the organisation, he find the point of achievement and tells everybody to works towards achieving that point. Role of management is to keep the employees sailing in the desired direction for achieving these objectives [4]. It is very difficult to have someone who is a great leader as well as a great manager. Thus, organisations generally hire a chief executive officer as a leader and a chief operations officer as a manager.

### Role of a Manager

- **Directs, delegates:** A manager directs and delegates the employees for working towards achieving the organizational goals.
- **Hires, fires, trains and disciplines employees:** It is the duty of the manager to perform the recruitment functions of hiring the employees and they are even acting as change agents in the organizations.
- **Supervises quality and nature of work:** A manager supervises and checks the quality of the work performed by th employees as he has to make sure that the performance matches the standards.
- **Liaisons between employees and upper management:** The manger acts as middleman between the lower level employees and the top management. He passes the orders of the top level management to the lower employees and puts across the problems of the lower level employees to the top management.

- **Motivates employees:** A manager also motivates the employees to work harder to achieve competitive edge over the competitors and achieve the organizational goals.

### Role of a Leader

- ▶ **Makes a difference:** A leader makes a difference by providing the vision and mission to the organisation.
- ▶ **Creates something of value that did not exist before:** A leader is responsible of creating a competitive advantage and then putting it across others to start working towards its achievement.
- ▶ **Exhibits positive energy:** A leader is always enthusiastic of doing something new to create value. They have passion of achieving something different and they don't mind screaming and yelling in excitement.
- ▶ **Welcomes change:** The leaders are often named as change agents as they bring in positive change in the management.
- ▶ **A new age leader:** Leaders don't act like an old school managers now. They have taken up a new role of lasting mentors. They nurture the employees in whom they spot talent [5].
- ▶ **They are role models:** Leaders now have become the role models for their employees. They are not like typical bosses who used to give employees frequent recognition on completion of the work, rather they want to see the employees succeed and excel in what they do.
- ▶ **Leaders as teachers:** Leaders share their experience with the employees in order to help them succeed.
- ▶ **Relationship advocated:** The leaders act like a relationship managers by staying connected withe customers and the employees. This helps sharing the information as fast as possible.

### 3. Traits of Leaders

Following are certain traits one can see in a leader:

#### Courage

- ▶ Leaders would be criticised by employees or juniors but they don't lose hope on working towards achieving the goals and they just ignore the criticism.
- ▶ It's pretty easy to avoid Criticism - Just "do nothing, say nothing, be nothing." Leaders know when their convictions lead them away from conventional thinking, they're bound to hear skeptics complain and ridicule and deride. Only do-nothing people can escape criticism.

#### Pride

Leaders are proud of what they are accomplishing and even more proud of what their followers are accomplishing.

#### Sincerity

Leaders manage to convey sincere concern for other people, genuine interest in subjects other than themselves.

### 4. Leadership Styles

- ▶ There are many leadership styles from which to an organisation chooses what leadership style will suite it.

- ▶ Different styles are needed for different situations and each leader needs to know when to exhibit a particular approach.
- ▶ A good leader always asks himself "What leadership style work best for me and my organization?"

## II. AUTOCRATIC LEADERSHIP STYLE

This type of leader keeps strict and close control over the followers and keeps checking the policies and procedures given to the followers. They create strictly professional environment in the organisation [8]. They believe in direct supervision for maintaining a successful business environment. This is the classical approach which was followed by old school managers. In this, the manager retains as much power and decision making authority as possible and he does not consult his staff and doesn't allow the employees to give any inputs. The staff expected to obey the orders without receiving any explanations. The leaders have a structured set of rewards and punishments ready for the performers and the non performers.

### A. Features of Autocratic Leaders

Following are some features of the authoritarian or autocratic leaders:

- They rely on threats and punishment to influence the staff.
- They do not trust their staff and just maintain a professional relationship with the employees.
- They do not allow the employees to give any kind of input for the betterment and development of the organisation.
- This approach to leadership is highly criticized over the last 30 years.
- Today's staff is highly resistant to this kind of leadership

### B. Reasons for using this approach

Sometimes the most effective style of leadership to be used is the autocratic style. This is suitable when:

- The company has hired freshers and the new and untrained staff does not know which tasks to perform or which procedures to follow to accomplish their task.
- It is sometimes believed that effective supervision can be provided only through detailed orders and instructions.
- It is suitable when the staff is stubborn and does not respond to any other leadership style.
- This type of leadership is preferred when the time to take an important decision is very limited.
- A manager is forced to use this style of leadership if his powers are challenged by his staff members.
- It can be used when work needs to be coordinated with another department or organization.

### C. This method should not be used when...

- The staff becomes tense, fearful, or resentful of the manager using this style of leadership.
- The staff members think that their opinion matters and it should be heard for the betterment of the organization and they have unions to back them on this.
- The staff depends on their manager to make all their decisions
- The staff morale is low and they need to be boosted to work towards achieving the organizational goals and there is high turnover and absenteeism in the organisation.

## III. BUREAUCRATIC LEADERSHIP STYLE

In this type of leadership, everything is influenced by the rules, regulations and the procedures. The leader adheres to the rule book i.e. he manages "by the book". Everything is done according to procedure or policy of the organisation and law. In case the work done is not covered by the book, then the matter is referred to the next level above for the approval or consideration. But, over dependence on rules can bring red tapism in the organisation.

### A. This method is best used when..

- The staff is performing the routine tasks over and over and they are expected to do similar kind of work.
- The staff needs to understand certain standards or procedures set by the organisations.
- The safety or security training of the staff is being conducted.
- The staff is performing the tasks that require them to handle cash then one needs to be careful.

### B. This method is ineffective because..

- When the particular work habits are formed then they are hard to break, especially if they are no longer useful.
- If the work is of monotonous kind then the staff loses their interest in their jobs and in their co-workers.
- The staff does only what is expected of them and no more.

## IV. DEMOCRATIC LEADERSHIP STYLE

This style consists of the leaders sharing the decision making abilities with the group. It is also known as participative style of leadership. It encourages discussion, debates and sharing of ideas with the employees. It encourages staff to be a part of the decision making process of the organisation. The leader keeps the staff informed about everything that affects their work and shares decision making and problem solving responsibilities with them. This kind is most successful when used with highly skilled or experienced staff or when implementing operational changes or resolving individual or group problems. This kind of leadership style is one of the most effective and creates higher productivity [8].

**A. Leader's role**

A leader is the coach who has the final say, but he gathers information from the staff before making a decision. He develops the plans to help the staff evaluate their own performance. Through this approach, the leader can achieve the following:

- ▶ Produce high quality and high quantity work for long periods of time.
- ▶ Staff likes the trust they receive and respond with cooperation, team spirit, and high morale.
- ▶ He allows staff to establish their goals and integrate them with the organizational goals.
- ▶ He encourages staff to grow on the job and be promoted by motivating them.
- ▶ He recognizes and encourages the achievement of the staff.

**B. This method is most effective when..**

- The leader wants to keep the staff informed about matters that affect them.
- He wants the staff to share in decision-making and problem-solving duties.
- He wants to provide opportunities for staff to develop a high sense of personal growth and job satisfaction.
- There's a large or complex problem that requires lots of input to solve
- The changes must be made or the problems that affect the staff should be solved.
- He wants to encourage team building and participation.

**C. This method is not effective when..**

- There is not enough time to get everyone's input.
- It is easier and more cost-effective for the manager to make the decision himself.
- The leader can't afford mistakes of any kind.
- The manager or the staff feels threatened by this type of leadership.
- The staff's safety is a critical concern for the management.

**V. LAISSEZ-FAIRE LEADERSHIP STYLE**

This type of leadership was first described by Lewin, Lippitt, and White in 1938, along with the autocratic leadership and the democratic leadership styles [8]. Laissez-faire leaders allow the followers to have freedom to make their decisions concerning the completion of their work. This style of leadership is also known as the "hands-off" style. Under this style of leadership, the manager gives the staff as much freedom as possible. All the authority or power is given to the staff and they determine goals, make decisions, and resolve problems on their own.

**A. This method is effective when..**

- The staff is highly skilled, experienced, and educated and can work on its own and can take appropriate business decisions.

- The staff has pride in their work and they have the drive to do it successfully on their own and are capable of achieving business goals.
- The organisation is using outside experts, such as staff specialists or consultants.
- The staff is trustworthy and experienced and handle the work on its own.

**B. This method should not be used when..**

- The staff feels insecure at the unavailability of a manager and is not capable enough to take the decisions on its own.
- The manager cannot provide regular feedback to staff on how well they are doing so they tend to lack confidence.
- The managers are unable to thank the staff for their good work.
- The manager doesn't understand his or her responsibilities and hoping the staff can cover for him or her.

**VI. MANY OTHER LEADERSHIP STYLES...**

Some other leadership styles used by the companies on and off are mentioned below [7][8]:

**• Transformational Leadership:**

In this type of leadership, the leader is not limited by his or her followers' perception. Main objective of this style is to work towards changing or transforming the follower's needs and redirecting their thinking. These leaders have self-promoting personality, high energy levels, and are always willing to take risk.

**• Creative Leadership:**

This kind of leadership involves creativity and experimentation with the role of the leader. The leader takes new challenges and strives to perform and achieve them.

**• Change Leadership:**

Under this style, the leaders are seen as change agents. It deals with recognizing the fact that the employees as much or even more than the leaders. It involves making a change in the traditional employee-employer relationship.

**• Servant Leadership:**

Under this style, the leader follows what the top management says and he orders his subordinates to follow the instructions as given.

**• Transactional Leadership**

Transactional leaders focus their attention on motivating the followers through a system of rewards and punishments. Under this the motivating factors are ascertained and then they are fulfilled for performance. The leader rewards to the employees for satisfying him with their performance.

**• Inspire Leadership:**

This method says that same payment should be made to all the departments so as to reduce discrimination and encourage everybody to give their best towards making the change happen. But if someone doesn't follow the rules then he can also be fired.

- **Visionary Leadership**

It is used when the organisation has to shift to new direction. And the employees are to be moved towards new set of goals.

- **Coaching Leadership**

It focuses on development of the individuals and telling them how to improve their performance and directing them towards achieving organizational goals.

- **Affiliative Leadership**

It emphasizes on the team work and commitment among the employees and encouraging them to work together towards achieving the organizational objectives.

- **Pacesetter Leadership**

Under this style, high standards for performances are set and the employees are encouraged and motivated to improve the pace of their work in order to achieve the higher targets.

## VII. WHAT LEADERSHIP STYLE TO USE?

Three factors that influence which leadership style to use in an organisation are:

- The manager's personal background:** What personality, knowledge, values, ethics, and experiences do the manager has and what he or she thinks will work for the betterment of the organisation.
- Staff being supervised:** If the staff individuals are with different personalities and backgrounds then the leadership style used will vary depending upon the individual staff and what he or she will respond best to.
- The organization:** The traditions, values, philosophy, and concerns of the organization influence how a manager acts.

## VIII. DETERMINING YOUR LEADERSHIP STYLE

Leaders have a dominant style, one they use in a wide variety of situations. There is no one best style a leader can use but the leaders must adjust their leadership style to the situation as well as to the people being led by him. Many different aspects can lead to being a great leader which can be a role requiring one to play many different leadership styles to be a successful leader.

## IX. CONCLUSIONS

After writing this paper I can conclude that leadership is less about dealing with needs but more about dealing with the needs of the people and the organisation the leader is dealing with. The leader is plays various roles in an organisation including that of a change agent.

There are different styles of leadership which a leader can opt from. But it depends upon the kind of organisation one is working in. leadership and management goes hand in hand in today's dynamic business environment. The leader prepares the vision, mission and strategy for the organisation and encourage and motivate the employees and directs them towards achieving the organizational as well as their individual objectives.

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