Leadership and Management styles

# [What do leaders do?](http://www.tutor2u.net/blog/index.php/business-studies/comments/leadership-what-qualities-does-an-effective-leader-and-manager-have)

There are many ways of looking at leadership and interpretations about what it means. Leadership means different things to different people.  It is often taken to represent:

• Getting others to follow  
• The use of authority in decision-making  
• A personal characteristic  
• An ability to achieve effective performance in others

A general interpretation of leadership would be:

**“A relationship through which one person influences the behaviour or actions of other people” (Mullens)**

The above definition is important, because it shows that any consideration of what makes for effective leadership cannot be done in isolation from concepts such as teamwork, organisational structure and motivation.

The traditional view sees leadership as about:

• Command & Control  
• Decision-making

However, a more modern view has leadership having a wider role, including

• Inspiration  
• Creating a vision  
• Building effective teams

Leadership has become particularly important in modern business as a result of:

* Changing organisational structures:  
  - Flatter, less hierarchy and more delegation of responsibility  
  - Greater use of teamwork and a focus on quality assurance  
  - Coaching, support & empowerment of individuals
* Rapid environmental change:  
  - Change as a constant feature of business life  
  - Soft skills of leadership & management are increasingly important

# So how is this different from what Managers do?

In your studies you are mainly concerned with leadership from the top of a business organisation.  However, it is important to remember that leadership can be exercised by people at different levels of the organisational hierarchy.

If Leadership is influencing others to achieve certain aims and objectives, effective leadership skills can help a manager carry out their duties.

One definition of management is the process of setting objectives and making the most efficient use of financial, human and physical resources to achieve these objectives. Key tasks include planning, control and coordination.

If Leadership is making sure the right things get done, then Management is making sure things get done right

So the two terms are not mutually exclusive, they can and do co-exist, in the same role.

# [What makes a good leader?](http://news.bbc.co.uk/1/hi/programmes/fast_track/9120113.stm)

Here is a list of the qualities of a good leader:

1. Being informed and knowledgeable about matters relating to business
2. Having the ability to think creatively and innovatively and to solve problems
3. Possessing self-motivation and the desire to achieve great things
4. Showing the ability to act quickly and decisively when necessary
5. Possessing an air of authority
6. Demonstrating excellent communication skills (including listening)

So is a good leader born? Sometimes described as Trait theory – it’s a quality inherent in the individuals’ personality; it cannot be ‘trained’ like a skill.

Another view is that it can be taught just like any other skill.

What is evident from the forgoing is that the two skills are required in many positions of responsibility, and that it will be the context that is important; what is the best mode for the challenge; more leadership or more management.

# [Styles of Leadership](http://www.tutor2u.net/blog/index.php/business-studies/comments/what-does-it-take-to-be-a-successful-leader-advice-from-the-ceos)

There are four general categories of leadership style: autocratic, paternalistic, democratic and laissez-faire. In the table below Laissez-faire is omitted because it translates literally as ‘leave well alone’, so supervisors, middle managers are left to get on with their tasks and responsibilities as they see fit, with the minimum of guidance and individuals succeed or fail on their own.

|  |  |  |  |
| --- | --- | --- | --- |
| Leadership style | | | |
| Features | Authoritarian | Paternalistic | Democratic |
| Description | Senior managers take the decisions with very little involvement of junior employees | Dictatorial, but decisions are taken in the best interests of employees | Running a business on the basis of majority decisions |
| Key features | Sets objectives  Allocates tasks  Leader retains control throughout | Explains decisions  Ensures employees’ social and leisure needs are met | Encourages employees to take part in decision-making  Uses delegation |
| Communication used | One-way communication – downwards from leader to subordinate | Generally from leader downwards, though some feedback takes place | Extensive, two-way communication between senior and junior employees |
| Circumstances in which style may be appropriate | Useful when quick decisions are required or when large numbers of unskilled employees are involved | Can appear democratic, but is really autocratic leadership with a human face | Useful when complex decisions are made requiring a range of specialist skills |

It’s usual to include the ideas of **Douglas McGregor** on the subject of Leadership. His **Theory X** and **Theory Y** traits have already been covered under the topic of motivation. In summary, one could easily relate a Theory X style to an autocratic management style, whilst a Theory Y leader would be expected to use a more democratic approach.

# In conclusion?

It’s all rather mixed up answering the question what is the best style for a leader or manager to adopt. However, there are a few consistencies:

* Context is everything, what’s right is what suits the moment, the task, the challenge and the people
* Values are most important, meaning a person’s leadership style may vary but their values should be consistent, that is; respecting individuals, behaving with integrity and doing the ‘right thing’
* Behaviour is what will be remembered; what is done and how it is done, not what is said – so be honest with yourself and others and be yourself. [And last but not least](http://www.ted.com/talks/lang/en/simon_sinek_how_great_leaders_inspire_action.html)