Leadership Styles and Theories

1. What does a leader do / what does being a leader involve?

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2. Summarise the main Leadership styles in the table below

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| Style | Description | Communication used |
| Autocratic |  |  |
| Paternalistic |  |  |
| Democratic |  |  |
| Bureaucratic |  |  |
| Laissez-faire |  |  |

3. Look at the following statements - decide the type of leadership style they best describe – is it an advantage or disadvantage of the style?

1. Leader has minimal input
2. Managers think involving staff integral to business
3. Gives orders and expects them to be ‘obeyed’
4. Consults staff to give all of them a say
5. Manager still ‘the boss’ but ‘looks after’ staff, feels a sense of responsibility for them
6. Aims to empower staff and use their skills to the best advantage of the business
7. Has systems to follow “This is how we do things here.”
8. Sets up systems to ensure staff input
9. Manager takes all decisions
10. Manager more likely to talk with staff and get to know them
11. May lack coordination
12. Probably most common in small to medium sized companies
13. Hard for employees to feel a common sense of purpose
14. Manager as ‘the boss’
15. Leaves the running of the business to staff
16. Delegates but has final say over decisions
17. Some employees will love the freedom and produce highly creative work
18. Some employees will hate the lack of structure from their leader

4. List the factors affecting leadership styles

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5. Choose two of the factors from above and explain how they may positively or negatively impact a business and its activities

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6. What are the benefits of good leadership?

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7. Is one leadership style better than another? Explain your answer.

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Leadership theories

8. In your own words, describe Fielder’s leadership theory and the Contingency Model

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9. Explain Fielder’s Least Preferred Co-Worker questionnaire and the difference between Relationship Orientated leaders and Task Orientated leaders

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10. In your own words, describe Wright and Taylors leadership theory and the purpose the checklist

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# PAST PAPER QUESTION: All change at Cross Roads Transport Ltd

Cross Roads Transport Ltd is a family business employing 320 staff. It was set up in 1960 and had recently been taken over by Carlton Plc. Carlton Plc is a rapidly growing clothing manufacturer. It is seeking to set up its own distribution operation as the cost of using contractors is constantly rising.

Carlton Plc put three of its best senior managers to supervise the takeover of Cross Roads Transport Ltd.

Responsibilities for the three senior managers had been divided into three specific areas:

* Finance – Joshua Ball
* Operations – Graham Hepworth
* Human Resources – Shirley Jones

At the end of the first month the three held a meeting to discuss their findings. They prepared a report for the directors of Carlton Plc.

*Table 1*

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|  | Number of deliveries per month | Number of drivers employed per month | Productivity per driver (deliveries) |
| January 2016 | 24 500 | 98 | 250 |
| June 2016 | 24 072 | 102 | 236 |

Graham opened the discussion: ‘Figures I have been examining indicate that there is an issue with the productivity of the delivery drivers over the last six months. There are too many errors made in relation to delivery to clients and in vehicle maintenance. The drivers and fitters have been here for years and are very experienced. They are very worried about what changes we might introduce. It is rumoured that they are reluctantly looking for jobs elsewhere’.

Joshua also had concerns. ‘The finances are in a bit of a mess. We knew this prior to the takeover. What I didn’t anticipate is the degree of incompetence amongst the departmental heads: half of them had a 40% plus overspend on their departmental budgets last financial year. One actually underspent by 50%! I looked at their files and noticed that not one of them had received any financial awareness training since being appointed’.

‘None of this surprises me’ Shirley responded. ‘Having spent some time with the previous directors I can honestly say that I have never met such an **autocratic** group of leaders in my life. Human resource management in this business seems to consist of ‘hiring and firing’ and not much else. The staff turnover figure for 2015-16 was 20% and absenteeism was not much better. I have interviewed all the departmental managers. It was extremely difficult to get them to open up and offer an opinion as to what the problems of the business might be. Potentially there are some good managers in this business but they have not been given the chance to develop either themselves or their departments. In fact, I would say that the majority of the people employed in this company are de-motivated. They do what they have to do and little more. They are an underutilised resource’.

Graham concluded: ‘It seems to me that we need to recommend setting up a programme of **total quality management** in line with the one we currently operate at Carlton. This will ensure that we have a new distribution operation that we can rely on to help our business move forward’.

1. Explain what is meant by an *autocratic* leadership style. Consider what impact such a management style might have had on the employees of Cross Roads Transport Ltd. [8]

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Revision practice:

2. Assume that the average number of staff employed by Cross Roads Transport Ltd in the period 2015-2016 was 320. Calculate the number of staff who left over that period. [3]

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3. Refer to Table 1. Comment on Graham Hepworth’s concern that productivity is an issue in relation to deliveries over the last six months. [3]

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