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Human Resource Management
LEADERSHIP & MANAGEMENT

LEADERSHIP STYLES:
SUMMARY FACTS

Leadership Style	Main Features	Limitations	Applications
<p style="text-align: center;">Autocratic</p> 	<ul style="list-style-type: none"> • Leader takes all decisions • Gives little information to staff • Supervises workers closely • Only one-way communication • Workers only given limited information about the business 	<ul style="list-style-type: none"> • Demotivates staff who want to contribute and accept responsibility • Decisions do not benefit from staff input 	<ul style="list-style-type: none"> • Defence forces and police where quick decisions are needed and the scope for 'discussion' may be limited. • In times of crisis when decisive action might be needed to limit damage to the business or danger to others
<p style="text-align: center;">Democratic</p> 	<ul style="list-style-type: none"> • Participation encouraged • Two-way communication used, which allows feedback from staff • Workers given information about the business to allow full staff involvement 	<ul style="list-style-type: none"> • Consultation with staff can be time consuming • On occasions, quick decision-making will be required • Level of involvement: some issues might be too 	<ul style="list-style-type: none"> • Most likely to be used in businesses that expect workers to contribute fully to the production and decision-making processes, thereby satisfying their higher-order needs • An experienced and

		sensitive; e.g., job losses, or too secret, e.g. development of new products	flexible workforce will be likely to benefit most from this style <ul style="list-style-type: none"> • In situations that demand a new way of thinking or a new solution, the staff input can be very valuable
<p>Laissez-faire</p> 	<ul style="list-style-type: none"> • Managers delegate virtually all authority and decision-making powers. • Very broad criteria or limits might be established for the staff to work within 	<ul style="list-style-type: none"> • Workers may not appreciate the lack of structure and direction in their work - this could lead to loss of security • Lack of feedback - as managers will not be closely monitoring progress - may be demotivating 	<ul style="list-style-type: none"> • When managers are too busy to intervene • May be appropriate in research institutions where experts are more likely to arrive at solutions when not constrained by narrow rules or management controls
<p>Situational</p> 	<ul style="list-style-type: none"> • Style of leadership used will depend on the nature of the task and the work group's skills and willingness to accept responsibility 	<ul style="list-style-type: none"> • Varying the style of leadership may be difficult for some workers to accept and they may become uncertain of how they will be led in different situations 	<ul style="list-style-type: none"> • By allowing flexibility of leadership style, different leadership approaches can be used in different situations and with different groups of people

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