Styles of Leadership

Student’s Name

Institution of Learning
Styles of Leadership

Introduction

The phenomenon of leadership is rooted in the very nature of a man and society. The phenomenon, which are similar to leadership, are met among animals, which have a collective lifestyle. The strongest and the cleverest individual, which has perseverance and determination, becomes the leader. It manages a herd or a flock in accordance with its unwritten laws dictated by the relationship with the environment and are biologically programmed. Among people, the desire for leadership is a sign of a happy and mentally complete man. It is an attempt to take his/her rightful place in a group, a community, and society. It is natural to aspire to leadership. Another thing is the scale of leadership. The prerequisite is the recognition of a leader from a certain group of people.

Consequently, the concept of "leadership" cannot be described without analyzing the total interaction of a leader and his/her team or group. The leadership issues are key to achieving organizational efficiency. On the one hand, leadership is seen as having a certain set of qualities attributed to those who successfully influences or affects other people. On the other hand, leadership is predominantly a process of an action that is not forceful towards the objectives of a group or an organization. Leadership is a specific type of administrative interaction, based on the most efficient combination of different sources of power and aimed at encouraging people to achieve common goals.

The Approaches to the Problem of Leadership

There are three main approaches to the problem of leadership: personal, behavioral and situational. The personal approach is based on an analysis of leadership qualities, which are necessary for effective management of the head. The personal approach is disclosed in the theory of leadership qualities, as well as in the theory of "X" and "Y" by D. McGregor. It is based on the fact that some leaders have a unique set of stable qualities, which do not change
and distinguish them from non-leaders (Rogers, 2012). The supporters of the personal approach developed many variants of the leadership qualities. According to one of them, they are the following: the mind and intellectual abilities, the rule or domination over others, self-confidence, activity, energy, and the knowledge of the case.

Experts point to the following disadvantages of the personal approach:

- The number of important leadership qualities is almost endless;
- A close relationship between these qualities and leadership is not established.

This deficiency can easily be transformed into an advantage by using role monads of a leader, allowing to integrate all the important qualities of a leader into a single system monad role of a leader.

The behavioral approach considers leadership as a set of the samples of usual demeanor of the head with respect to subordinates in order to influence them and encourage achieving the objectives of an organization (Scouller & Chapman, 2012). The most well-known concepts of the behavioral approach are the three styles of leadership by K. Levin; the research at Ohio State University (USA), at the University of Michigan study (USA), "the grill of management" by R. Blake and J. Mouton, four systems of leadership by R. Likert, and the concept of reward and punishment. It is easy to see that the role monads here can integrate different behavioral approaches into a single role monad. These concepts suggest that leaders are not born but become. A leadership behavior can be developed and improved through special training.

The main idea of the situational approach was the assumption that a leadership behavior should be different in various situations. The situational approach to the study of leadership explores the interaction and influence of various factors on the behavior of a leader. There are the following basic concepts of the situational approach: the model of a
leadership behavior by Tannenbaum-Schmidt, the situational leadership model by Hersey and Blanchard as well as by Fiedler et al.

It is easy to see that the basis of the situational approach is adaptive multivariate models, tailored to the influence of various factors in relation to a particular leader. Forming a personal and organizational genotype, which reflects the properties of a typical leader, one can use it to build a more general system – the role genome of a leader, which reflects all the possible properties of the leader. The role conception of power and leadership allows to understand the link between these phenomena more deeply. In fact, it is an integral role monad “leader – power”. The role conception allows a holistic assessment of the evolution of this monad not only in management, but also in all other spheres of society.

**The Typology of Leadership**

A variety of sides and aspects of leadership determine the diversity of its typology. The simplest and most widespread classification of leadership in an organization is the one based on the roles of a leader:

1. *Business leadership*. It is the characteristic of groups, which appear on the basis of production purposes. It is based on such qualities as high competence, a skill to solve organizational problems better than others, business credibility, experience, etc. Business leadership strongly influences the effectiveness of leadership.

2. *Emotional leadership*. It arises from the socio-psychological groups on the basis of human sympathies and interpersonal attraction. An emotional leader inspires confidence in people, radiates warmth, relieves psychological tension, and creates an atmosphere of psychological comfort.

3. *Situational leadership*. This type of leadership by its nature, may be both business and emotional. However, its distinctive feature is the instability, time limit, the connection only
with a certain situation. A situational leader can lead the group only in a certain situation, such as the general confusion.

There are other classifications, depending on the types of a leader. In particular, one can identify the following classification:

- A leader – organizer. He/ she performs the function of a group integration;
- A leader - initiator. He/ she predominates in solving new problems and put forward new ideas;
- A leader - generator of an emotional state. He/ she dominates in shaping the mood of a group;
- A leader - erudite. He/ she is characterized by extensive knowledge;
- A leader - standard. He/ she is the center of emotional gravity and corresponds to the role of a "star", a model, and an ideal;
- A leader – master or craftsman. He/ she is a specialist in some kind of activity.

In addition, experts suggest various typologies of leadership, depending on its content, style and character.

In accordance with the content:

- Leaders - inspirers, who develop and offer a program of behavior;
- Leaders- perpetrators and organizers of a given program;
- Leaders who are both inspirers and organizers.

In accordance with the style:

- Authoritarian. Such a leader demands a monopoly (Cherry, n.d.). He/ she alone defines and articulates the goals and ways to achieve them. The communication between the members of a group are reduced to a minimum and pass through its leader or under his/ her control. The employees, who in all respects are "kept on a short leash", cannot achieve good results and express their abilities, not to mention their introduction of reasonable proposals
and expressing their own opinions. The authoritarian style saves time and gives a leader the opportunity to predict the outcome. However, its use stifles the initiative of followers, as they become passive performers. The authoritarian leader tries to increase the activity of subordinates by administrative methods. His/ her main weapon is based on the "iron exactingness," the threat of punishment, and fear. Not all authoritarian leaders are rude and impulsive people, as they can have coldness and authoritativeness.

- **Democratic.** According to most researchers, this style is more preferred. Such leaders are usually considerate, respectful, and objective in communicating with the members of the group. The social and the spatial positions of a leader is within the group. Such leaders initiate the maximum participation of each person in the activities of the group. They try not to concentrate responsibility, but try to spread it to all group members, creating an atmosphere of cooperation. The information is monopolized by a leader and is available to the team members. This style enhances personal obligations when performing work through participation in management, however, decision-making requires much more time than under the authoritarian style.

- **Passive.** Such a leader is characterized by the absence of praise, censure, and proposals. He/ she tries to evade responsibility, shifting it to his/ her subordinates. Such a leader - possibly imperceptible stay on the sidelines. The leader avoids conflicts with people and eliminates from the analysis of disputed cases, handing them to his/ her deputies and other people, trying not to interfere in the activities of the group. This style allows one to start business, as it might be seen as more competent by subordinates, who do not like the intervention of the leader. However, the group may lose the speed and the direction of movement without a leadership intervention. Many researchers do not allocate this style as special and limit themselves by contrasting the authoritarian and democratic styles, as a passive leader can hardly be called a leader.
In accordance with the character:

- The universal type, which constantly expresses leadership qualities;
- The situational type, which expresses leadership qualities only in certain situations.

Apart from these, the classification of leaders based on their perception of the group is also often used. According to this criterion, there are the following types of leaders:

1) "One of us." The leader of this type does not particularly stand out among the group members. He/she is perceived as a "first among equals" in a certain area, who was the most successful for a managerial position. In general, he/she is considered by the group as the one who lives, enjoys, suffers, makes the right decisions, makes mistakes. Thus, he/she is like the other members of the team.

2) "The best of us." The leader, who belongs to this type, is allocated from the group for many (business, moral, communication and other) parameters and is generally perceived as an example to follow;

3) "A good man." This type of a leader is perceived and valued as a real embodiment of the best moral qualities, such as honesty, kindness, care for others, willingness to help, etc.;

4) "An attendant." Such a leader is always striving to act as representative of the interests of his/her adherents and the group as a whole. He/she is focused on their views and acts on their behalf.

The types of the perception of a leader by certain members of the team often do not coincide or overlap. For example, one employee can evaluate the leader as "one of us", while others perceive him/her as both the "best of us," and as a "servant", etc. Leadership is different in terms of influence on the members of the group (organization). People might obey one leader unquestioningly, while they follow the advices or instructions of another only as long as they do not conflict with their own interests and attitudes.
Depending on the direction of impact on the objectives of an organization, the leadership might be divided into:

1) Constructive (functional), which contributes to the realization of the objectives of an organization;

2) Destructive (dysfunctional), which is based on the aspirations, which harm an organization (for example, the leadership in a group of thieves or bribes, which was formed within the company);

3) Neutral, which does not directly affect the efficiency of production (for example, the leadership in the group of amateur gardeners working in the same organization).

In a real life, the boundaries between these types of leadership are mobile, especially between the neutral and the constructive leadership. As it was noted before, the constructive leadership is an essential component of effective leadership. A combination of the qualities of a formal and informal leader is optimal for the head. However, the combination of these social roles, especially the role of a leader and an emotional leader in one person, is a difficult task. For effective management, it is usually enough that the head was also a business leader. Of course, the level of the position taken by the head in the system of emotional relationships also affects the effectiveness of leadership. It should not be too low, turning into antipathy. In the latter case, the emotional aversion can significantly undermine the business and official authority of the head and reduce his/her effectiveness.

There are leaders who are authoritative in nature in both personal and professional terms. They have a quality called charisma. Such people convince other people using their personality. For them the employees take the initiative willingly, as they are inspired by the ideas and representations of such leaders and are able to transcend themselves. A charismatic personality is a perfect leader, followed by people not because of the sense of a duty, but because of their belief in him/her. Managing people involves special abilities as well as
special mental and physical properties, which are able to motivate people, to guide them and to encourage them to perform better. It is only possible if the head is constantly working on improving him/herself and his/her own identity. Anyone who wants to achieve unprecedented success must be an extraordinary personality him/herself.

Conclusion

As one might see, there are a large number of classifications of the types and the styles of leadership. Leadership is art to some extent. Perhaps this is the reason why researchers have failed to develop and validate a unified theory of leadership. A leadership style depends on the situation. In some of them, a leader achieves efficiency by structuring tasks, taking care and providing support to his/her subordinates while in other situations he/she might allow his/her subordinates to participate in the decisions of production problems. Moreover, there might be situations, which require of the leader the rigidity and firmness in decision-making. In any case, the style of a true leader should be a flexible instrument of effective management.

The significance of leadership is difficult to overestimate, because any group requires a clear and tactful management, which only the leader - formal or ideological - can cope with. Naturally, the question of leadership is of a particular interest for various companies and organizations, which recognize that leadership in the field of management is an open way to a smooth and optimum performance of the enterprise. That is why a variety of businesses invite their employees to participate in different training sessions and seminars on leadership development.
References

