

**Unit: 406**  
**Information Pack**  
**Developing your Leadership Styles**



## INTRODUCTION

This information book will enable you to understand how to develop own leadership style to improve own and organisational performance.

The effectiveness of leadership within an organisation is pivotal to the success or otherwise of the organisation. Developing a deep understanding of your leadership capability will provide a basis for you to develop your capabilities and competence as a leader to meet the demands of today and into the future.

This unit will allow you to understand the outcomes of effective leadership, the first part of this task is to evaluate the importance of both performance and engagement with followers in an organisation. The second part of the task requires you to review your leadership styles by using an appropriate diagnostic and to assess the effectiveness of your leadership style.

In this section you are required to use the self-assessment of own leadership styles to evaluate and draw conclusions on the implications of own leadership style for both self and own organisation, and to evaluate the impact on the effectiveness of the adopted style of two or more changes in the situation. This section requires you to evaluate two or more factors which impact on leadership effectiveness and to assess own leadership behaviour in terms of these factors. The final part of this unit requires you to produce an action plan with priorities and timescales for developing own leadership style and effectiveness.

SAMPLE

## GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures;

### Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

### Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

### Example

The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

### Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

### Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

### Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

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## Leadership Styles

Leadership styles will often fall under leadership models. Throughout history, great leaders have emerged with leadership **styles** in providing direction, implementing plans and motivating people. These can be broadly grouped into different categories.

- **Authoritarian Leadership**
- **Participative Leadership**
- **Delegative Leadership**
- **Transactional Leadership**
- **Transformational Leadership**

Despite these definitions, questions remain.

- What is the meaning of each leadership style mentioned above?
- What is the difference between the different leadership approaches?
- What are the advantages and disadvantages of using each of the leadership styles?

**Authoritarian or Autocratic leadership styles** dictates and orders, like telling followers what is to be done and how is something supposed to be done. This form serves well when the time is at a premium, and the leader has all the information necessary to complete a task, and his workforce is well motivated. However, the authoritarian style is negative when the leader might profit or avail from the ideas of others. In fact neglecting the information of intelligent and responsible subordinates can turn counterproductive in any situation.

**Participative leadership styles** are rooted in democratic theory. The essence is to involve team members in the decision-making process. Team members thus feel included, engaged and motivated to contribute. The leader will normally have the last word in the decision-making processes. However, if there are disagreements within a group, it can be a time-consuming process to reach a consensus.

### Advantages:

- It increases employee motivation and job satisfaction.
- It encourages use of employee creativity.
- **A participative leadership style** helps in the creation of a strong team.

## McGregor's Theory XY - Leadership Style

Considered by some to be a leadership or management model and by others to be a motivation model, Douglas McGregor's Theory XY (outlined in his 1960 book 'The Human Side of Enterprise) proposes managers adopt different approaches to reflect the motivation of their workforce.

McGregor, an American social psychologist, asserts that there are two fundamental approaches to managing people: Theory X and Theory Y. The two different approaches or styles, which, at the extremes, are opposites on a continuum, assume that people are either, work-shy (Theory X) or motivated by work (Theory Y). His proposition is simple: for Theory X employees, managers should adopt an authoritarian management approach, and, for Theory Y employees, a more participative management approach should be used. For many this model is too rigid as it stands. However, it provides a useful analysis, particularly when viewed alongside the Psychological Contract, which suggests that adopting Theory X management style can be counterproductive.

In simple terms, the management styles associated with Theory XY are as follows:

Theory X (the 'authoritarian management' style) proposes that the average person dislikes work and will avoid it if they can. It is assumed that the average person prefers to be directed (that is, they want to be told what to do, how to do it and when to do it); they avoid responsibility; they are lacking in ambition; and seek security. To manage Theory X people, the leader must take a coercive approach, threatening sanctions and punishment to ensure that organisational objectives are achieved.

Theory Y (the 'participative management' style) proposes that people enjoy work and will be prepared to give of their best. It assumes that people are committed to, and will pursue, organisational goals and objectives without threat of punishment or external control because they crave achievement. Theory Y people are perceived to thrive on responsibility and the opportunity to solve workplace problems. Further it is proposed that there are significant numbers of people with these characteristics in every organisation and that human potential is seldom realised.

In analysing McGregor's Theory XY, it is worth considering what the typical characteristics of managers who operate at each end of the Theory XY continuum might be - what type of behaviours do they display?

Typically, Theory X managers are likely to exhibit some or all these characteristics:

- Results and deadline-driven, often to the exclusion of everything else
- Intolerant
- Issues deadlines and ultimatums
- Issues instructions, directions
- Issues threats to make people follow instructions
- Demands, never asks
- Does not participate