



Leadership: An Introductory Overview

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ABSTRACT

The source of influencing subordinates may come from a position in any kind of organization. In real life, we hold different positions in the workplace. We use the role of that position in different projects to meet organizational goals. But sometimes, in the work culture, we can't understand which kind of leadership strategy is required to complete that project. This may lead to failure. Through this article, I want to give an introductory idea of various kinds of leadership styles. Through this, a manager can understand the strategy as well as the mechanism to reach the organizational goal in an effective way.

Introduction

Leadership is a word that has a different meaning to different people. To some it is a charismatic trait of personality, to some it means power. In the simplest way, it means the ability to influence others to obtain a specific goal. [1] According to an article in Forbes. Leadership is a process of social influence, which maximizes the efforts of others, toward the achievement of a goal. [2] Understanding the concept of leadership in organizational management is very important as leaders influence, motivate, and inspire to make some positive change in the world. At present, we have so many problems like poverty, hunger, disaster, climate change, equality, etc. As we know, these are part of the sustainable development goals that we need to achieve by 2030. [3] To overcome this kind of issue, good leaders are required in every part of the world. Even on a small scale or in a small project, good leaders can make some effective and positive changes.

Differences between a good leader & bad leader

Good Leader Qualities	Bad Leader Qualities
<ul style="list-style-type: none"> - Kind - When someone makes a mistake, the leader says, "it's ok, you can try again." - Help people when they are in trouble - Come up with solutions - Don't use violence - Generous - Honest - Aren't wasteful - Good at listening - Work with a team - Try to make other people better - Smart - Always try their best - Not afraid to make mistakes - Protect the community - Use time well 	<ul style="list-style-type: none"> - Violent - They steal - They don't protect other people - They only care about themselves - They lie - Rude - They order people around - They blame other people - They don't protect the environment - Selfish - They aren't good at solving problems - They don't like to listen - Afraid to look bad - Not smart - Only like to work by themselves - Time waster - They make other people feel bad

Figure: Difference between a Good leader & bad leader [4]

Significance of this Article

In every part of life, from home to any kind of organization, leadership is a much-required phenomenon. To balance everything, we always need a good & effective leader in different aspects of life. But nowadays, failure of a good leader is observed that may lead to the financial loss of a specific project, frustration, miscommunication, Team break, etc. The major objective of this article is to give a proper idea about various leadership styles so managers can apply them in the real field.

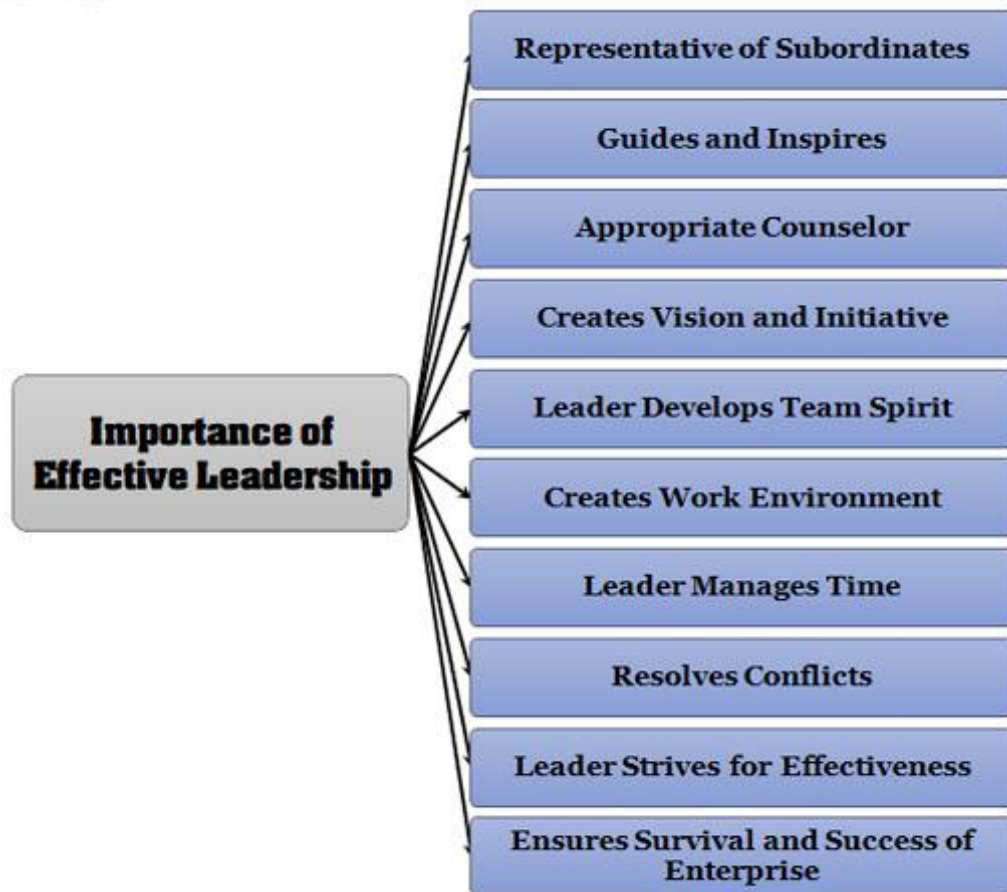


Figure: Importance of effective leadership [5]

Various Leadership styles

Leadership has different styles. Knowing all of them helps in organizational development as it establishes well communication process. When your team members and employer are able to identify what type of leader you are, they feel more comfortable in their roles. They can better understand how to capitalize on your own unique brand of support. [6]

Different leadership styles are discussed below.

A. Autocratic leadership

This kind of leadership is also known as authoritarian leadership. [7] It has the following features-

- i. Does not allow any kind of input from team members
- ii. Leaders themselves are the decision takers
- iii. Creates a structure and rigid work environment
- iv. Establishes rules
- v. Hurts morale sometimes

Autocratic leadership can be further divided into three different groups.[8]

The Three Types of Autocratic Leadership

Autocratic leadership can be applied in three ways: directing, permissive or paternalistic.



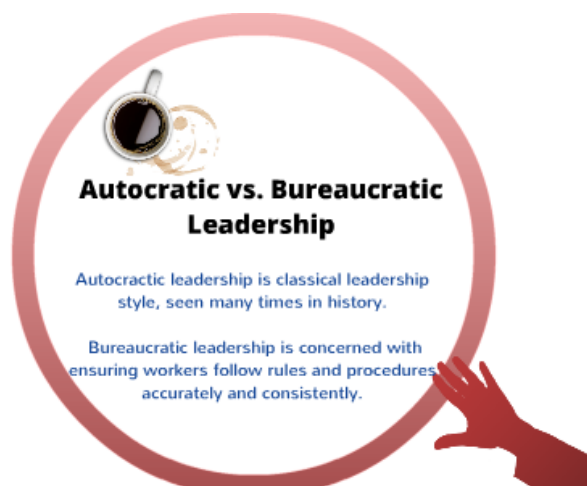
B. Bureaucratic leadership

Bureaucratic leadership is a kind of leadership based on fixed duties.[9]

The features of bureaucratic leadership are as follows -

1. Employees need to follow the rules strictly
2. Each organization level has a chain of command
3. Main focus is all about organizational goals & overall performances
4. In order to improve efficiency, division of labor is strictly maintained here
5. It removes favoritism
6. It is stable in terms of job security
7. Creativity is limited
8. It discourages competition

In short, the difference between autocratic & bureaucratic leadership is given below [10]

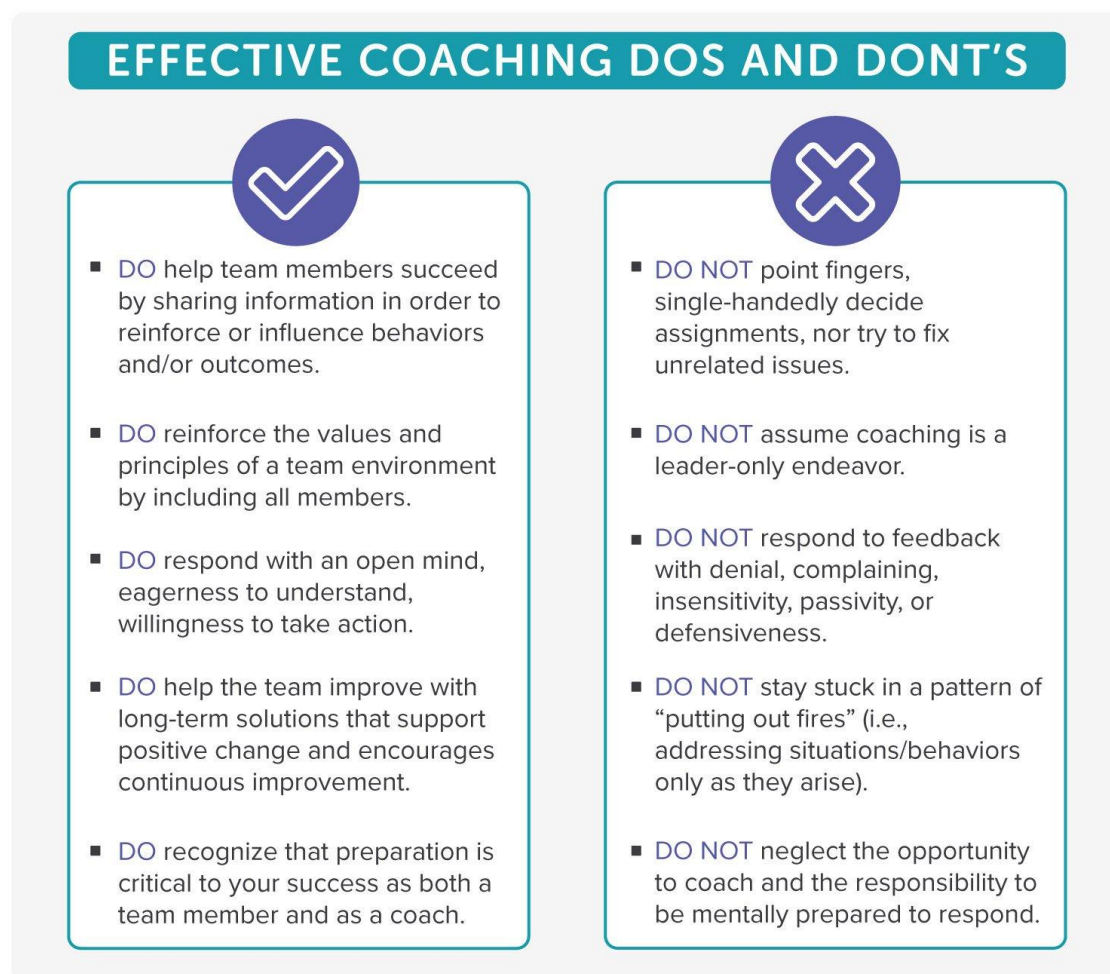


C. Coaching type of leadership

Coaching leadership is a style that involves recognizing team members' strengths, weaknesses, and motivations to help each individual improve. [11] In this context, we may say that leader & leader as a coach is different. Differences are given below [12]

	Manager	Manager as Coach
Behaviour	<ul style="list-style-type: none"> • Do as I say, not as I do • Micromanage behaviour • Management focused 	<ul style="list-style-type: none"> • Lead by example • Encourage learning and making mistakes • Leadership focused
Goals	<ul style="list-style-type: none"> • Managers establish goals 	<ul style="list-style-type: none"> • Managers and employees establish goals together
Trust & Engagement	<ul style="list-style-type: none"> • Lower levels of trust and engagement 	<ul style="list-style-type: none"> • Increased levels of trust and engagement
Feedback	<ul style="list-style-type: none"> • More performance based; • Infrequent feedback 	<ul style="list-style-type: none"> • Development and performance based; • Frequent feedback
Team	<ul style="list-style-type: none"> • Coach individuals within the team 	<ul style="list-style-type: none"> • Coach individuals as well as the team itself

The practice of an effective coaching process is summarized in the picture [13]



D. Democratic, Facilitative, or Participative Laissez-Faire or Delegative leadership

1. Democratic leadership is a leadership style in which members of the group participate in the decision-making process. Moreover, this style of leadership follows collaboration. [14]
2. Everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged.
3. Though this process tends to focus on group equality and the free flow of ideas, the democratic leader still has the power of control.

The pros & Cons of this kind of leadership are listed below. [15]



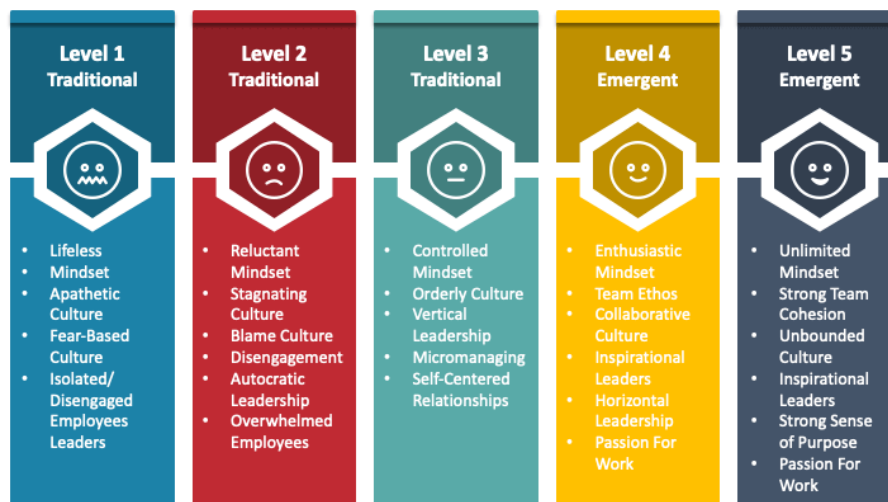
E. Emergent leadership

1. In this style a group member is not appointed or elected as a leader but that person steps up as the leader over time within group interactions.
2. It also empowers team members to make decisions outside the traditional structure of a business organization. [16]
3. Advantages of emergent leadership style include motivation, quality, and acceptance.
4. Disadvantages of emergent leadership style include time and effort, loss of power, and lack of knowledge or interest.

Five different levels of emergent leadership styles are given in the below picture [17]

EMERGENT LEADERSHIP

5 Levels of the Emergent Leadership Model



F. Pacesetting leadership

1. Pacesetting is a results-oriented style of leadership that asks team members to match or exceed the standard shown to them [18]
2. Guiding principles of pacesetting leadership include- balance, skilled team & culture of continuous improvement.














The advantages & disadvantages of pacesetting leadership are listed below [19]



G. Servant leadership

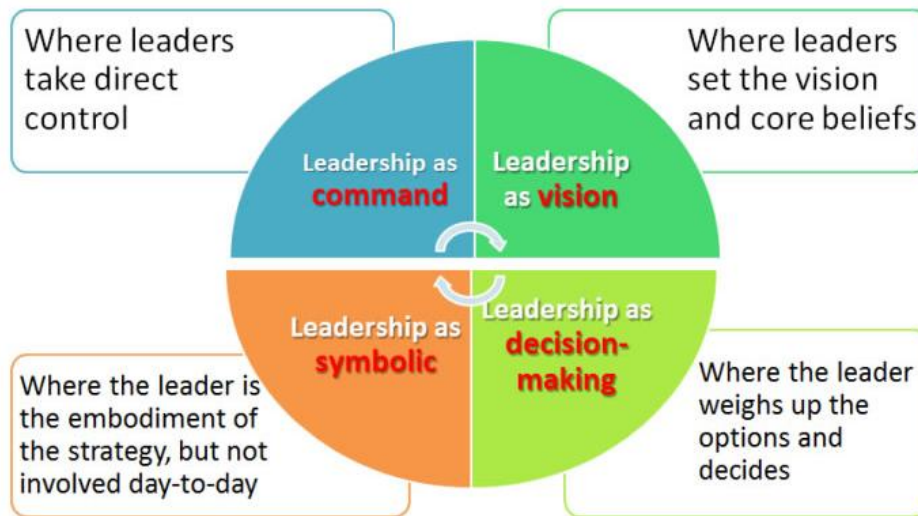
1. In this type of leadership an individual interacts with others—either in a management or fellow employee capacity—to achieve authority rather than power.
2. This represents a decentralized organizational structure

The advantages & disadvantages of the servant leadership style are listed below. [20]

Servant Leadership		
Benefits	VS.	Disadvantages
 Better Teamwork & Collaboration		Takes Longer to Make Decisions 
 Positive Work Environment		Increased Training Investment 
 Reduced Turnover		Unclear Direction in Times of Crisis 
 Companies are Agile		Leader's Role Diminished 
 Improved Innovation		Not Suitable for Large Organizations 
 Strong Culture		
 Accelerated Learning		
 Future Leaders Prepared		

H. Strategic leadership

It is the type of leadership in which managers can change their decisions/ strategy based on various kinds of project needs. Strategic leadership is demonstrated by the following picture [21]



Pros & cons of this leadership style are also listed below [22]



I. Transactional leadership

1. Transactional leadership is also known as managerial leadership leaders rely on rewards and punishments to achieve optimal job performance from their subordinates.[23]
2. The advantages & disadvantages of transactional leadership styles are listed below [24]



J. Transformational leadership

1. It is a leadership approach that causes a change in individuals and social systems.
2. The basic idea of transformational leadership is shown in the below picture [25]

Basic Idea of Transformational Leadership

Transactional Leadership Model



3. Advantages & disadvantages of transformational leadership are listed below[26,27]

Advantages	Limitations
<ul style="list-style-type: none"> Transformational leaders have strong motivation factor as they inspire their workforce to be more productive and give their best to achieve company goals. Transformational leaders ensure that the employees grow together with the company. Since transformational leaders give support, motivation and attention to every individual in the company, there will be a bond between the leaders and employees which in return will reduce employee turnover (Root n.d.). Transformational leaders have broad visions and ideas for the future of the company and they usually share their visions with their employees to get their support to achieve them (Root n.d.). 	<ul style="list-style-type: none"> Faris (2018) stressed that leaders tend to confuse themselves between being a transformational and transactional leader. They reward employees for their performance (transactional) thinking that it motivates them. Transformational leadership only applies for employees who wants to be part of the process. Team dynamics are different in every company. Transformational leaders' visions might not be realistic sometimes and the followers might blindly follow their leader's passion. Employee favouritism can be a huge problem if the leader only focuses on employees who are contributing more and neglect the rest, thus demotivating them (Faris 2018).

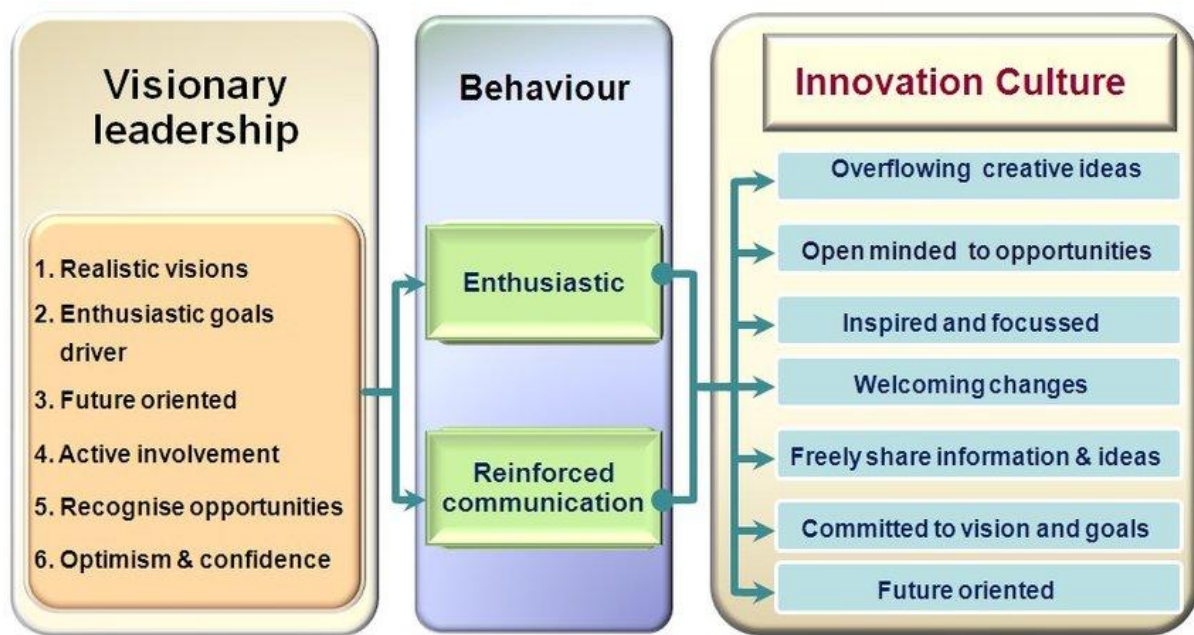
Major differences between transactional & transformational leadership [28]

Transactional Leadership	Transformational Leadership
<ul style="list-style-type: none"> Leadership is responsive Works within organizational structure and never deviates Maintains the status-quo Objectives are achieved through a reward/punishment system 	<ul style="list-style-type: none"> Leadership is proactive Constantly seeking to improve organizational structure with new ideas Promotes innovative ideas to solve problems Objectives are achieved through motivation to better for the good of the group

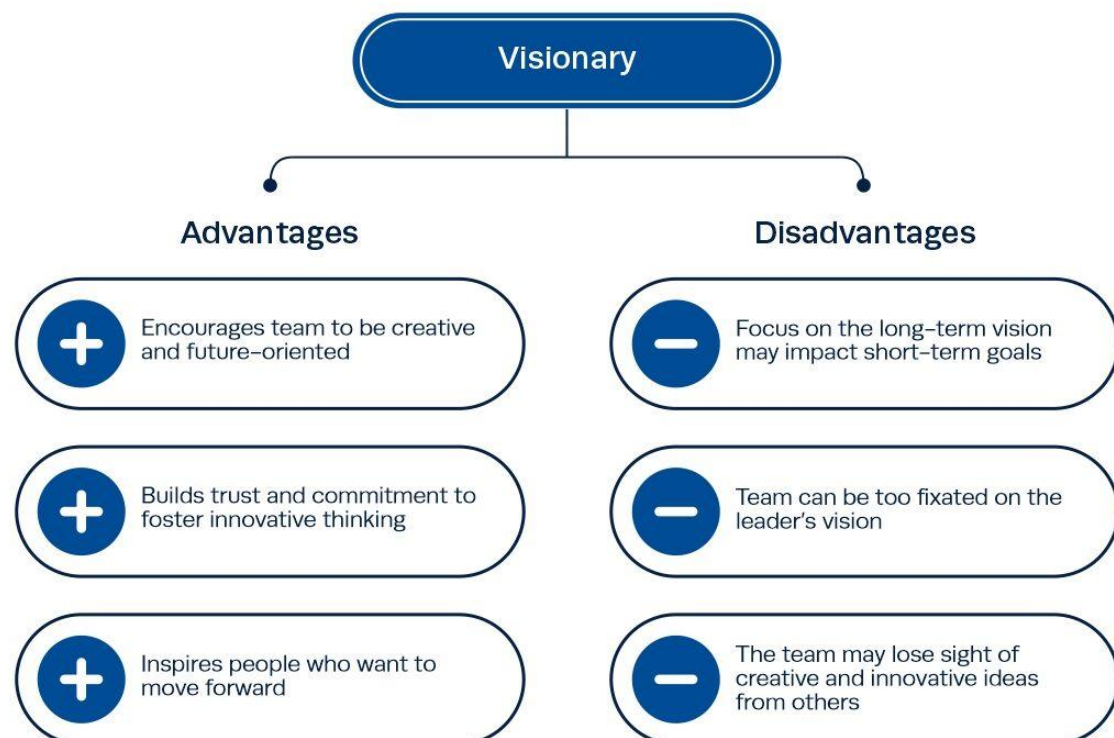
K. Visionary leadership

visionary leadership style is a business leadership style that focuses on a long-term plan.

Characters of visionary leadership style are given in the below image [29]



The advantages & disadvantages of visionary leadership styles are given below [30]



Difference between boss & leader

The key factor behind the success of any organization is the quality of leadership. In many organizations, we use the term boss for managerial roles. But boss and leaders are completely different concepts. The differences are given below [31]

THE DIFFERENCE BETWEEN	
BOSS	LEADER
Demands	Coaches
Relies on Authority	Relies on Goodwill
Issues Ultimatums	Generates Enthusiasm
Says "I"	Says "We"
Uses People	Develops People
Takes Credit	Gives Credit
Places the Blame	Accepts Blame
Says "Go"	Says "Let's Go"
My way is the only way	Strength in Unity

Conclusion

Not all leaders are managers & all managers are not leaders. As per different studies, managers are required to spend an increasing amount of their time interacting with people whereas leaders play a critical role in influencing the work culture of the specific system. The effectiveness of a manager depends upon the content as well as the style of his interactions. This article shows how we implement different kinds of leadership styles according to the organizational need to meet the goal in an effective manner.

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