

## **MODULE 3**

# **EFFECTIVE LEADERSHIP STYLES**

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# CONTENTS OF THIS MODULE

- ▶ Leadership Styles
- ▶ Relationships between Styles
- ▶ Leadership actions for Managing Organizations
- ▶ Behaviors of Successful Leadership
- ▶ Improving Leadership Skills

# LEARNING OBJECTIVES

**By completing this module, participants will be able to:**

- ▶ Describe the different styles of leadership.
- ▶ Describe leadership skills and traits important for leadership success.
- ▶ Describe behavioral features important for effective leadership.
- ▶ List practices to improve leadership skills.

# Leadership Styles

Participative

Transactional

Autocratic

Servant

Quiet

Charismatic

Situational

Laisses-faire

Transformational

# Leadership Styles

Source: [Brighthub.com](https://www.brighthub.com)

# Charismatic Leadership

- Use charm to get the admiration of followers.
- Shows concern and they look after their people's needs.
- Creates a comfortable and friendly atmosphere for followers by listening and making them feel that they have a voice in the decision making.
- Famous examples: Winston Churchill, Bill Clinton, Mother Teresa and Adolph Hitler



# Democratic/Participative Leadership

- Usually seen in corporate settings.
- Act like facilitators: facilitate ideas and the sharing of information with the end goal of arriving at a decision. The final decision ultimately rests on the leader but all considerations and factors of a decision come from the collective mind of the group under this leadership.



# Democratic/Participative Leadership

## Not effective when...

- Insufficient time for everyone's input
- Easier and more cost-effective for the manager to make decision
- Can't afford mistakes
- Staff safety is of critical concern if decision delayed to vote
- Personal agendas of staff conflict with the company's values and policies

## Not used when...

- If the leader feels threatened by staff
- Management has agenda that staff is not likely to agree with

# Situational Leadership

## Characteristics

- The leader adjusts to whatever limitation is laid out before him by subordinates and the situation itself.
- Adaptability is key here.
- Leader needs to be as dynamic as the different situations they are faced with.

## Three factors affect decisions

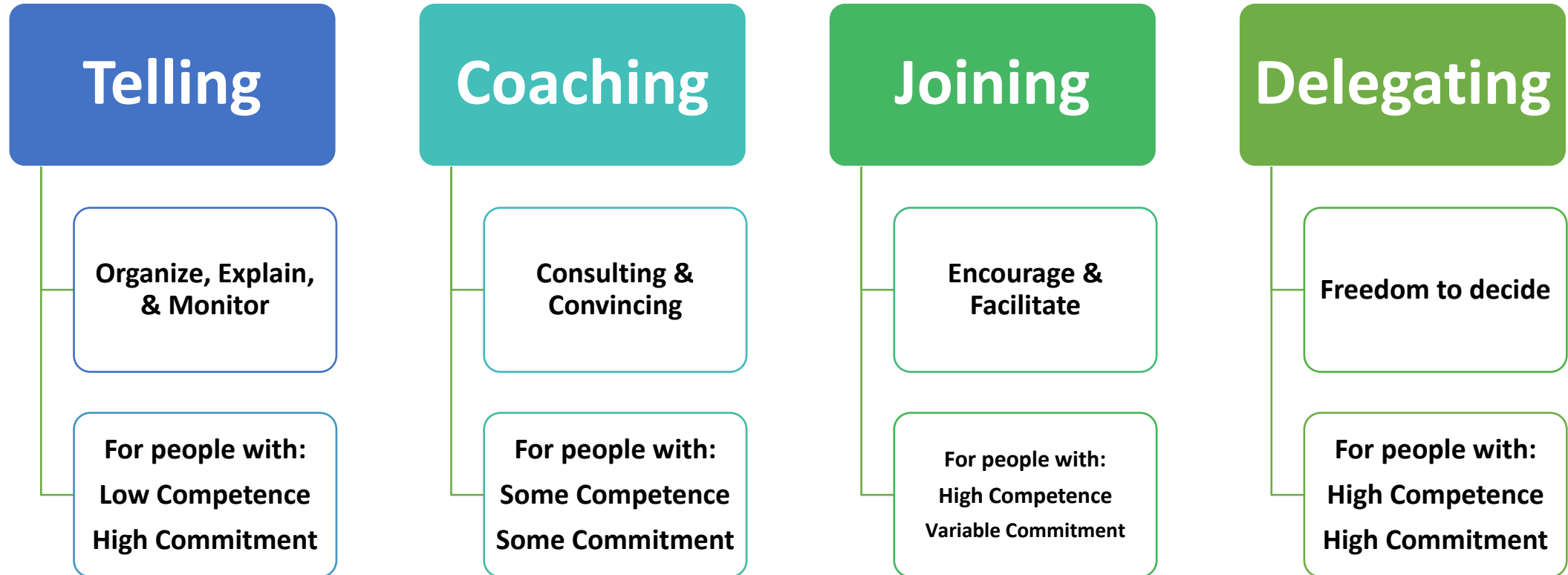
- The Situation
- The ability of the followers
- The ability of the Leader





# Situational Leadership

Four approaches situational leaders use to involve the staff



# Laissez-Faire Leadership

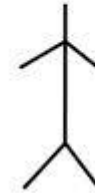
- An hands-off style
- Leader provides little or no direction and gives staff as much freedom as possible
- All authority or power given to the staff and they determine goals, make decisions and resolve problems.
- Useful style when team members are mature and experts in the field
- Weakness of style: the leader becomes disconnected, or finds easy way out to blame team members for problems encountered



# Transactional Leadership

- Involves establishing a clear chain of command
- Leader motivates subordinates by presenting rewards and punishments.
  - All requirements for a subordinate are clearly stated with corresponding rewards.
  - If they fail to satisfy those requirements, they will receive a corresponding punishment

Transactional  
Traditional



Transformational  
World Class



Handles day-to-day changes, and is only concerned with picking out the rotten apples.

**Transactional Leadership**



**Transformational Leadership**

Solves the root of the problem, and allows the tree to flourish.

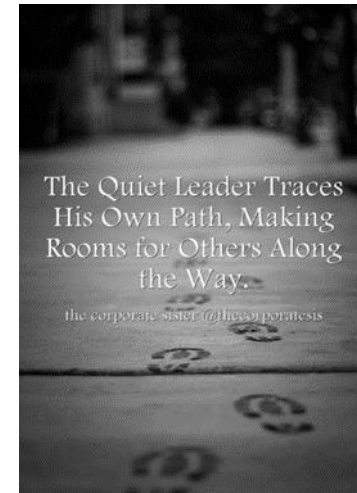
# Transformational Leadership

- Lead by motivating followers.
- Leaders appeal to followers' ideals and morals to motivate them in accomplishing tasks.
- Empower followers using their own beliefs and personal strengths - they inspire their followers.
- Famous transformational leaders include Martin Luther King Jr. and Walt Disney



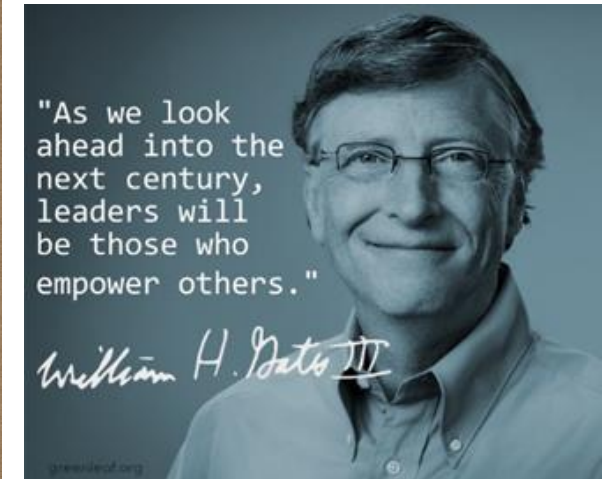
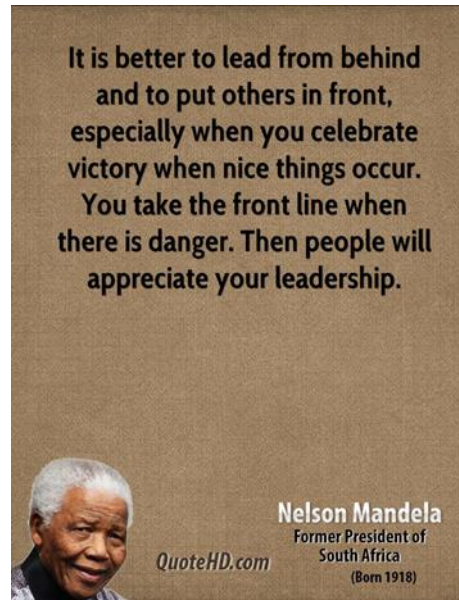
# The Quiet Leader

- Leads by example. They do not:
  - tell people what to do.
  - force people to do things that they are not willing to do.
  - give loud speeches, sweeping statements and clear cut orders.
- They do what needs to be done, inspiring their followers to do the same.
- Famous examples include: Rosa Parks, King George VI, Abraham Lincoln and Woodrow Wilson



# Servant Leadership

- First takes care of needs of followers first before they take care of own needs.
- Leads by compulsion of the need to serve followers rather than impose their own will on them.
- Famous examples include: George Washington, Gandhi and Mandela



# Relationship between Leadership Styles

LAISSEZ-FAIRE    DEMOCRATIC    AUTHORITARIAN



## Leadership Styles

Autocratic



do 'x'



Laissez-Faire



Do 'x' or 'y'  
as you see fit



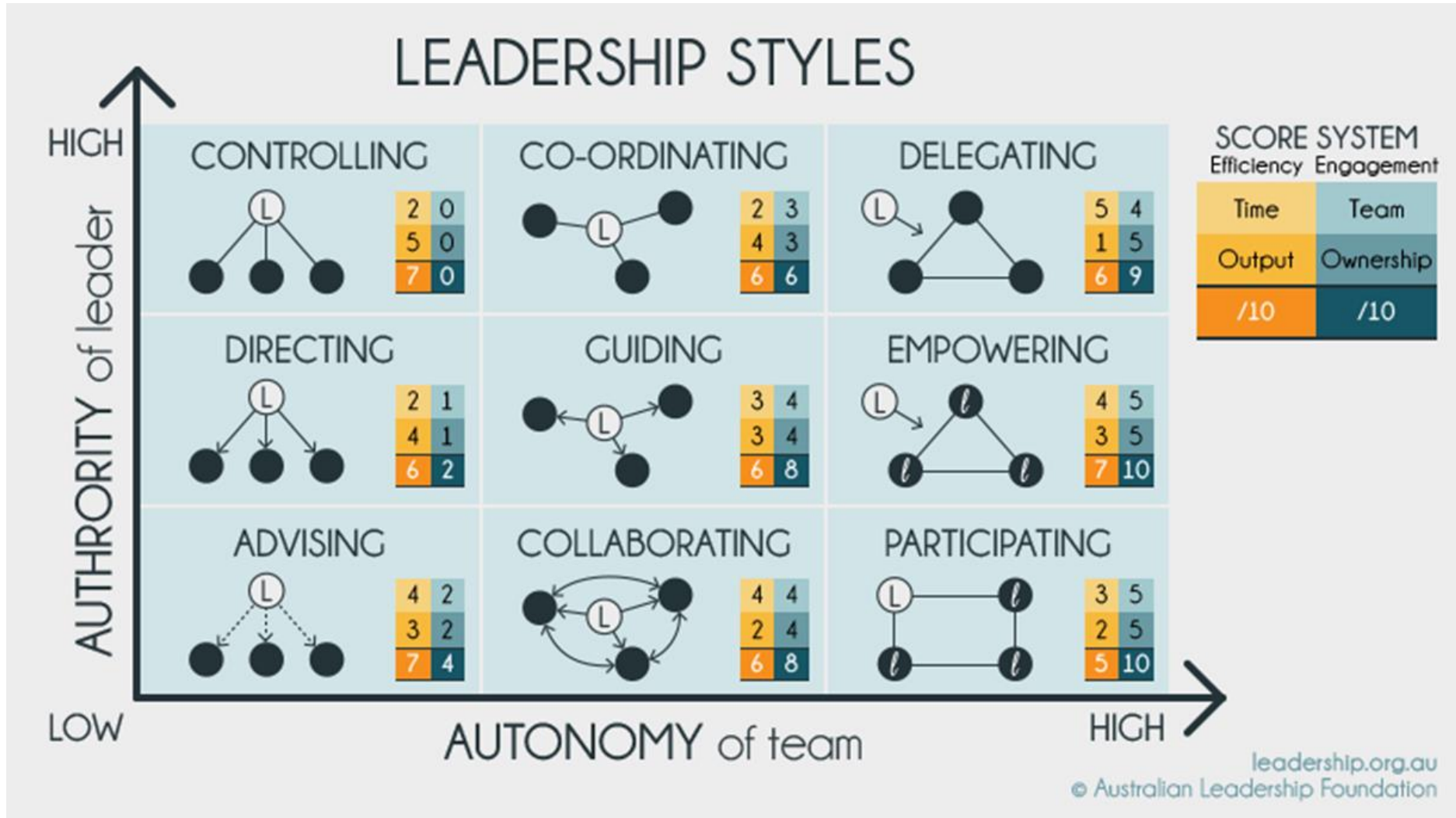
Democratic



which is best,  
'x', or 'y'?



# Relationship between Leadership Styles





# What are leadership skills and traits?

**TABLE 10–1**

**Traits and Skills Differentiating Leaders from Nonleaders**

Traits	Skills
Adaptable to situations	Clever (intelligent)
Alert to social environment	Conceptually skilled
Ambitious, achievement oriented	Creative
Assertive	Diplomatic and tactful
Cooperative	Fluent in speaking
Decisive	Knowledgeable about the work
Dependable	Organized (administrative ability)
Dominant (power motivation)	Persuasive
Energetic (high activity level)	Socially skilled
Persistent	
Self-confident	
Tolerate of stress	
Willing to assume responsibility	

Source: Based on Ralph Stogdill *Handbook of Leadership: A Survey of the Literature* (New York: Free Press, 1974), p. 237.

# Success in Leadership Depends on: Self-management

- Effective leaders regulate their time, attention, and emotions, and they are familiar with their strengths, weaknesses, and sources of bias.
- Involves Mastering Self:
  - **Self-awareness** - ability to manage own feelings so that response to people and events are authentic and appropriate.
  - **Self-control** - involves disciplined without being too reserved or inflexible.
  - **Resilience** - managing stress and devoting time to important areas of life outside work.



# Success in Leadership Depends on: Organizational Capabilities

- Successful leaders know how to use power appropriately, work within established procedures, and make decisions. This involves:
  - **Use of power and authority** - exercising power without overwhelming co-workers.
  - **Being comfortable with organizational structures** - following rules and policies — while still supporting individuality.
  - **Responsibility and accountability** - owning up to your mistakes and expecting others to do the same.
  - **Decisiveness** - balancing different perspectives and taking appropriate action

# Success in Leadership Depends on: Team building and teamwork

- Team building requires leading or participating in groups of people with distinct personalities, motivations, and skills. It involves:
  - **Interpersonal skill** - the ability to be approachable in spite of the authority you hold.
  - **Understanding others** - being able to empathize with different people's feelings.
  - **Capacity for collaboration** - knowing that solving problems requires a variety of ideas and opinions, without getting side tracked by conversation and debate.
  - **Working with and through others** - both sharing and delegating assignments

# Success in Leadership Depends on: Problem Solving

- Problem solving is about managing group politics and understanding why people act the way they do. It involves:
  - **Creativity** - challenging the status quo, even while respecting organizational procedures.
  - **Handling sensitive problems** - confronting delicate issues head-on, instead of running away from them.
  - **Being action oriented** - knowing when it's time to make a decision — even if you haven't gathered all the information you'd like to have

# Success in Leadership Depends on: Sustaining the vision

- Successful leaders don't just plan their own success — they can also see the company's future and have concrete goals for the organization. Moreover, they consistently inspire confidence in and motivate co-workers. Sustaining the vision requires:
  - **Self-confidence** - optimism in spite of worries, and communicating that optimism to others.
  - **Managing change** - striking balance between stability and growth and openness to new approaches yet avoiding distraction from the main goals.
  - **Influence** - being outgoing and persuasive without being overbearing.
  - **Comfort with visibility** - not freaking out when you're in the spotlight talking about the organization's values, or when you're networking for the sake of furthering your organization's mission.

# Other factors important to success in Leadership

- **Conflict resolution** - managing group politics and understanding why people act the way they do.
- **Creativity** - challenging the status quo, even while respecting organizational procedures.
- **Handling sensitive problems** - confronting delicate issues head-on, instead of running away from them.
- **Action orientation** - knowing when it's time to make a decision — even if you haven't gathered all the information you'd like to have.

# Motivation\* and Leadership

To become an efficient leader, one must be self-motivated”- Know yourself, your needs and have a strong urge to do anything to achieve your goals.

Once you are self-motivated, only then you can motivate others to achieve their goals and to harmonize their personal goals with the common goals of the organization.

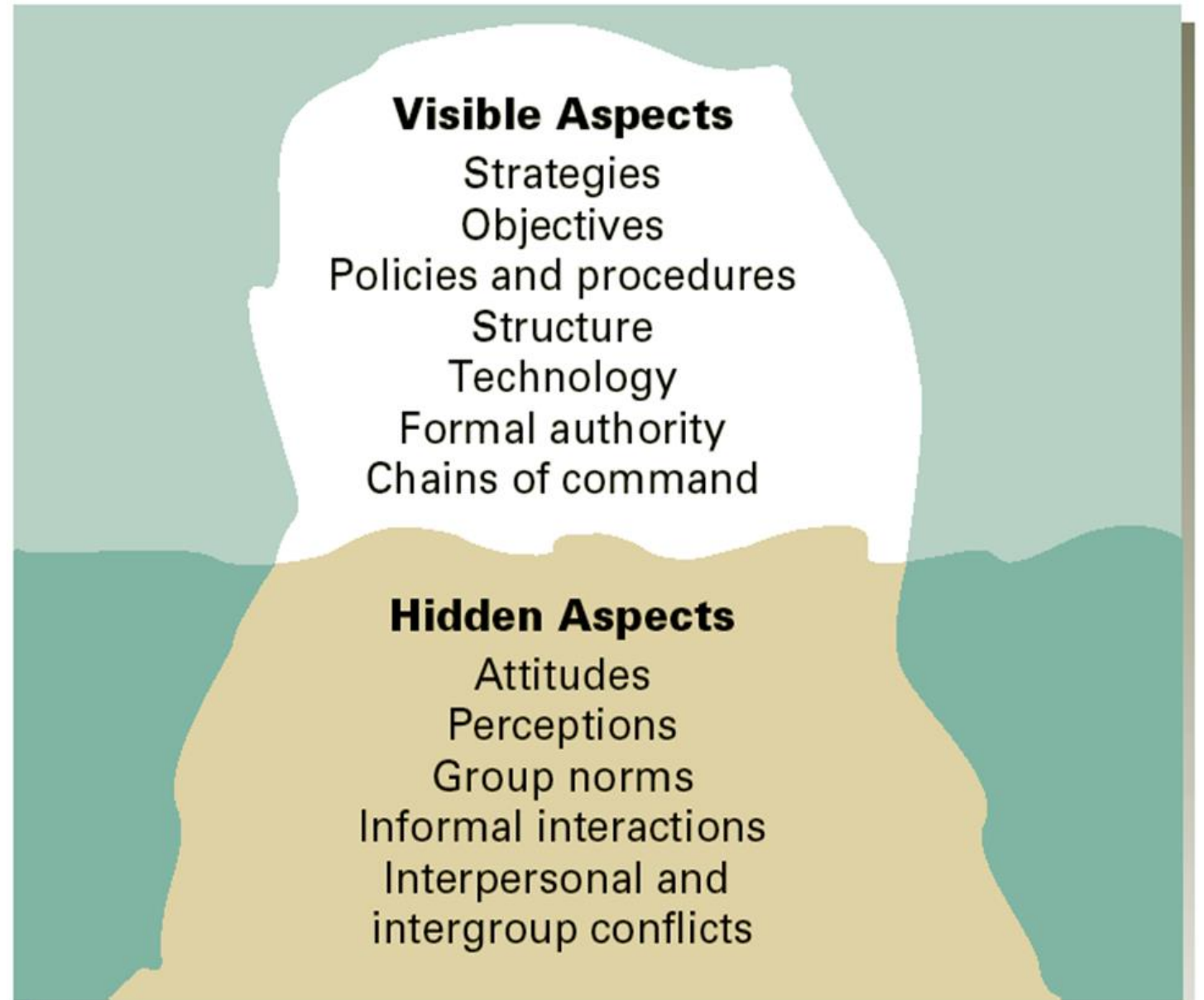
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\*) Read Further: Module 5 - The Leader as Visionary and Motivator



# Visible and Hidden Challenges in the Organization:

## How behaviour can play a role?



# How to Improve Your Leadership Skills

1. Have a clear vision
2. Know and utilize your strengths and gifts (critical inward reflection)
3. Be willing to admit and learn from failures and weaknesses
4. Set definitive goals and follow concrete action plans
5. Live in accordance with your morals and values
6. Serve as a role model
7. Be passionate
8. Maintain a positive attitude
9. Improve communication skills
10. Motivate others to greatness
11. Continue to educate and improve yourself

Source: [www.investopedia.com](http://www.investopedia.com)

# SUMMARY

- ▶ There are many different styles of leadership we discussed 9 of them including: charismatic, participative/democratic, autocratic, Laissez-faire, autocratic, situational, transactional, transformational, servant and quiet leadership can be related to in the clinical laboratory.
- ▶ Successful Leadership depends on several skills and traits: including self-management, organizational capabilities, team building and team work, problem solving ability, and ability to sustain the organizational vision.
- ▶ Humility, Professional Will, and Motivation are behaviors important to effective leadership

# TASKS

- ▶ What *sort* of leader do you think you are?
- ▶ Do you feel you are an *effective* leader?
- ▶ What type of leadership do you prefer in others when you are *not* the leader in a given situation?
- ▶ In what areas, if any, do you think you might need to develop as a leader?