DOCUMENTS FOR LEADERSHIP LESSON

1. Leadership Style Quiz
2. Leadership is Action
3. Leadership Styles
4. Rebus collection (with answers on second page)

# **Leadership Styles**

# [**Authoritarian Leadership (Autocratic)**](http://psychology.about.com/od/leadership/f/autocratic-leadership.htm)

*Authoritarian leaders, also known as* [*autocratic leaders,*](http://psychology.about.com/od/leadership/f/autocratic-leadership.htm) *provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group.*

Researchers found that decision-making was less creative under authoritarian leadership. Lewin also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial. In Lewin's experiments, he found that this caused the most level of discontent.

An autocratic style works when there is no need for input on the decision, where the decision would not change as a result of input, and where the motivation of people to carry out subsequent actions would not be affected whether they were or were not involved in the decision-making.

Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

# [**Participative Leadership (Democratic)**](http://psychology.about.com/od/leadership/f/democratic-leadership.htm)

*Kurt Lewin’s study of Leadership Styles found that participative leadership, also known as* [*democratic leadership,*](http://psychology.about.com/od/leadership/f/democratic-leadership.htm) *is generally the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin’s study, people in this group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality.*

Participative leaders encourage group members to participate, but retain the final say over the decision- making process. Group members feel engaged in the process and are more motivated and creative. Democratic decision-making is usually appreciated by the people, especially if they have been used to autocratic decisions with which they disagreed. It can be problematic when there are a wide range of opinions and there is no clear way of reaching an equitable final decision.

# [**Delegative (Free Rein) Leadership**](http://psychology.about.com/od/leadership/f/laissez-faire-leadership.htm)

*Researchers found that people under delegative leadership, also known as* [*laissez-fair leadership,*](http://psychology.about.com/od/leadership/f/laissez-faire-leadership.htm) *were the least productive of all three groups. The people in this group also made more demands on the leader, showed less cooperation and were unable to work independently.*

Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation. Laissez-faire works best when people are capable and motivated in making their own decisions, and where there is no requirement for a central coordination, for example in sharing resources across a range of different people and groups.

# **Situational Leadership**

In situational leadership, three factors affect the leader's decisions: the situation, the capability of the followers and the capability of the leader. The leader adjusts to whatever limitation is laid out in front of him by his subordinates and the situation itself. Adaptability is key here. The leaders need to be as dynamic as the different situations they are faced with.