

Introduction to Business

Topic 4: People and Processes

Lecture 1: Management and
Leadership Styles

Learning Objectives

- What is:
 - Management
 - Managers and Leaders
 - Leadership Styles



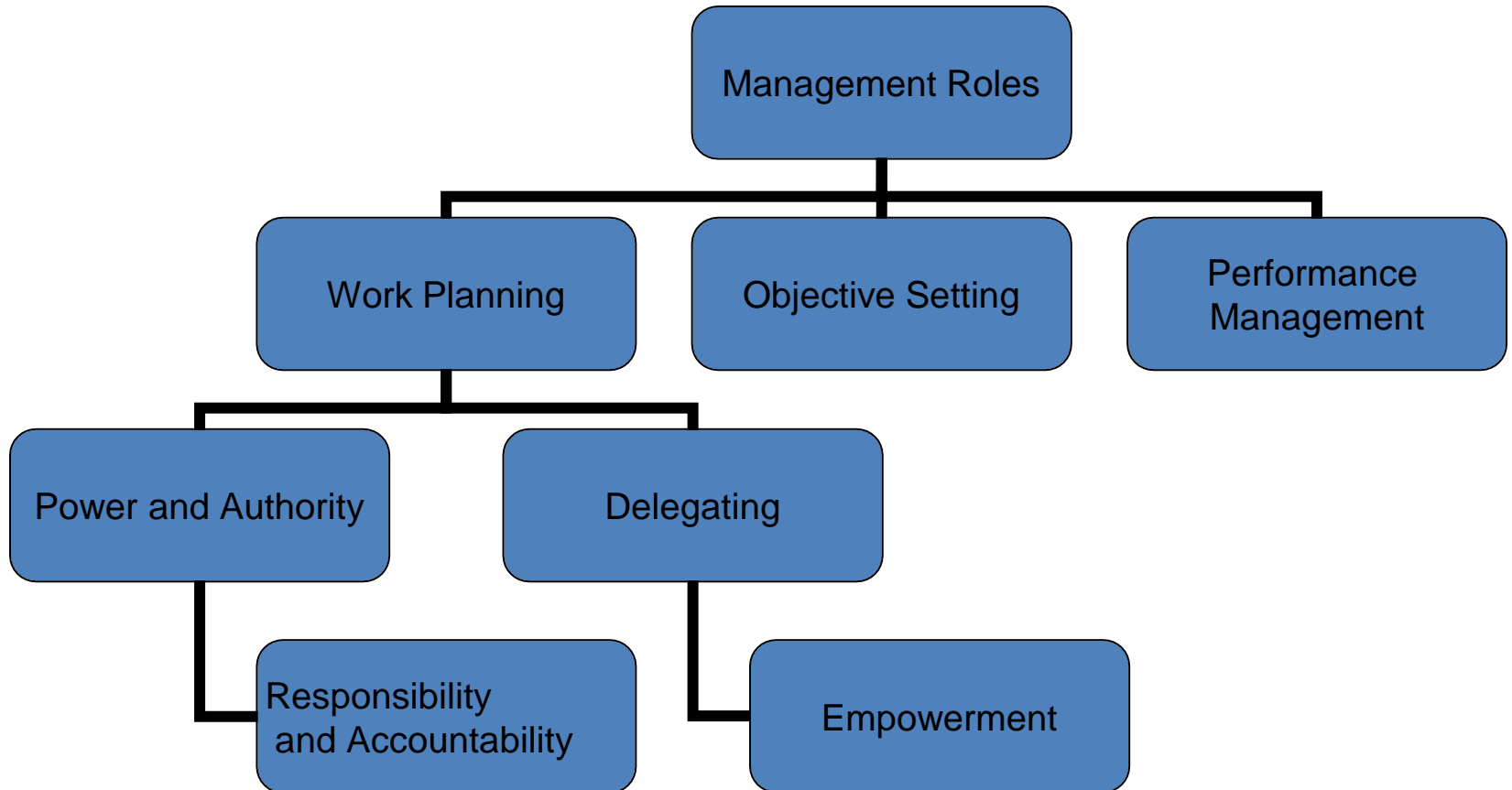
What is Management?

- The process of planning, organising, leading and controlling the efforts of organisation members.

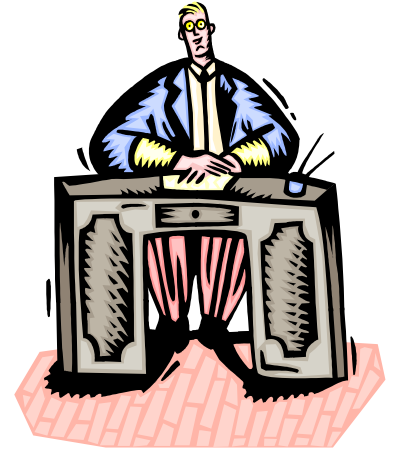


- Using all organisational resources to achieve stated organisational goals.

Management Functions



What are Managers?



- Managers are people who steer an organisation towards meeting its objectives.
- A manager's job is to maintain control over the way an organisation does things and, at the same time, to lead, inspire and direct the people under them.

What are Leaders?

Leaders are people who:

- are able to think and act creatively in non-routine situations
- who set out to influence the actions, beliefs and feelings of others

Leaders - 1

- To lead - involves influencing others
- Where there are leaders, there are followers.

Leaders - 2

- Leaders seem to come to the fore when there is a crisis or special problem.
- Leaders are people who have a clear idea of what they want to achieve and why.

Management and Leadership

- “Management is doing things right,
- Leadership is doing the right things”

Management deals with-

- The Present
- Deals and Resources
- Facts

Leadership deals with-

- The Future
- People and Personalities
- Ideas

(Peter Drucker, 1993)

Class Exercise 1

In groups:

- Think about a local person you have considered to be a good leader (could be a manager, teacher, parent, etc.)
 - Discuss what 'qualities' they have that make them such good leaders
- 10 minutes

Leadership Style

- The way in which people are managed
- For example, are employees simply told what to do or are they asked for their opinions?



Style

- The original concept of ‘style’ is that we all have preferences for the way we do things.
- The way we think, relate to others, interact, learn, etc.

Leadership Style

- The term “leadership style” refers to a leader’s behavioural pattern, which the leader reflects in his/her role as a leader.



Types of Leadership Styles

- Autocratic leader
- Democratic (Participative) leader
- Laissez Faire (Free Rein) leader
- Paternalistic leader

The Autocratic Leader - 1

- The autocratic leader dominates
- Gives orders that must be obeyed by the subordinates
- Takes little or no regard of the views of employees



The Autocratic Leader - 2

- Remains aloof from the group for the major part of the time
- Generally, a controlling approach is not a good way to get the best performance from a team.



The Autocratic Leader - 3

- There are, however, some instances where an autocratic style of leadership may work well.
- For example:
 - when situations call for urgent action
 - when people are familiar with autocratic leadership and therefore have less trouble adopting that style
 - in some situations, sub-ordinates may actually prefer an autocratic style

The Democratic Leader - 1

- The democratic leader makes decisions by consulting his or her team, whilst still maintaining control of the group.
- The democratic leader allows the team to decide how the task will be tackled and who will perform which task.



The Democratic Leader - 2

- May help motivation and involvement
- Workers feel ownership of the firm and its ideas
- Improves the sharing of ideas and experiences within the business



The Democratic Leader - 3

- However, the democrat can also be seen as being so unsure of themselves and their relationship with sub-ordinates that everything is a matter for group discussion and decision.

The Laissez-Faire Manager - 1

- The Laissez-Faire manager exercises little control over a group.
- He/she leaves them to sort out their roles and tackle their work, without participating in the process.



The Laissez-Faire Manager - 2

- In general, this approach could leave the team floundering with little direction or motivation.
- The Laissez-Faire technique is usually only appropriate when leading a team of highly motivated and skilled people, who have produced excellent work in the past.

The Laissez-Faire Manager - 3

- In some situations, once a leader has established that their team is confident, capable and motivated, it is often best to step back and let them get on with the task, since interfering can generate resentment and detract from their effectiveness.
- By handing over ownership, a leader can empower a group to achieve their goals.



Paternalistic Leader - 1

- The leader assumes that his function is paternal or fatherly.
- His attitude is that of treating the relationship between the leader and his group as that of a family with the leader as the head of family.



Paternalistic Leader - 2

- The paternalistic leader makes decisions, but may consult.
- He works to help, guide, protect and keep his followers happily working together as members of a family.
- Believes in the need to support staff

Paternalistic Leader - 3

- Paternal leadership is essentially dictatorial.
- However, the decisions tend to be in the interests of the employees – rather than the business.

Class Activity

- Which leadership styles are the following displaying?

Stanley sets the tasks and gives his employees total freedom to complete the task as they see fit.	
Susan asks her employees to determine what the upcoming holiday schedule should look like.	
Thomas tells his employees what to do and makes the final decisions.	
Harry explains his decisions to his employees and ensures that their social and leisure needs are always met.	

Conclusions

- Management is using organisational resources to meet goals through: planning, organising, leading and controlling the efforts of organisation members.
- Leaders are people who have a clear idea of what they want to achieve and why. They may be : Autocratic, Democratic (Participative), Laissez Faire (Free Rein), or Paternalistic

References

- Drucker, P. The Effective Executive, New York, Harper Collins, 1993.

Topic 4 Lecture 1

- Any questions?